

Fall Semester 2011
Marketing Management II
Business Administration 472

Professor: John M. Planchon
Office: 332 Buckman Hall
Telephone: 843-3922
Office Hours: MW 1:30-3:00 p.m. and by appointment. Please feel free to drop by my office whenever you need to speak with me; however, if it is not during office hours, I may have other obligations and be unable to talk with you. Please don't be offended if that happens. Also, the time immediately before a class meeting is very important to me. Please do not drop by my office for help in the hour immediately before a class meeting.
Text: Selected Harvard Business Cases (Course pack available in the Rhodes Bookstore)

Course Perspective and Objectives:

This course should be fun. You will feel challenged and at times perhaps a little lost. However, you should also experience a sense of accomplishment when you meet the challenge of preparing and presenting a complex case. You should experience, during this course, flashes of enlightenment—moments when theories, principles and practice come together in a well-structured marketplace strategy. You will, I hope, experience the joy and frustration of working with colleagues on cases that you will present to the class. BA 472 will be an exciting journey if you are an active participant. If you choose not to be actively involved in the course, BA 472, at best, will be a forced march to be endured—by you and the rest of us.

In this course, we'll apply many of the theories examined in Marketing Management I in order to understand and explain business phenomena. The primary methods for attaining understanding and ability to explain business phenomena will be case analyses, student presentations, and discussions. There are several course objectives we hope to attain.

(1) Attain a more thorough understanding of selected concepts, theories and principles we examined in Marketing Management I and at times apply them to global business as well as domestic operations. (The major focus here will be domestic marketing; however, as you will see, or perhaps have already seen, it is difficult to find any business that is unaffected by global markets.)

(2) Develop skills necessary to analyze critically marketing situations and to frame well informed marketing strategies based upon our analyses.

(3) Develop skills necessary to present the results of our marketing analyses as well as our recommendations in writing and orally.

(4) Develop skills necessary to examine, question, and discuss others' market analyses.

(5) Develop skills of working with others to attain a common goal

Cases present the frustrating opportunity for students to put **all of their marketing, accounting, finance, management, and economics** knowledge to work in solving strategic marketing management problems. Usually, you will find it relatively easy to identify the general

strategic area covered by the case, e.g., product development or promotion management. However, before recommending a solution to the issues presented in the case, you must determine which information presented in the case is relevant. Then, you must thoroughly examine that information. Sometimes, one is lulled into "treating the symptom rather than the disease" presented in a case. Using cases also allows us to cover many different aspects of marketing, e.g., consumer goods and services, industrial goods, transportation, not-for-profit, social issues, durable goods, and so forth. The use of cases also means that students must develop their analytical and communication skills of drawing, stating, and defending their conclusions as well as analyzing and questioning others' conclusions.

Some classic seminal articles from marketing literature might be helpful in understanding particular cases used in the course. If these readings are assigned, the assignment will be announced in class, and you will be told where to find the article. You are responsible for knowing about and completing the reading assignment. Similarly, some concepts covered in the course might require explanations most easily conveyed in the traditional lecture format. In that case, lectures will be used.

Student Responsibility

1. You must prepare each assignment **before** class. This is particularly important since so much time will be spent presenting and discussing cases. Do not waste your colleagues' time by trying to discuss a case you have not prepared carefully. Uninformed "contributions" to discussion are easily spotted and will be questioned by others in the class. Don't confuse merely reading a case with preparing it for class discussion.
2. You must attend class regularly and be prepared to make significant contributions to our discussions of cases and other assignments. **There are no excused absences for this course. If you are not present, you cannot discharge your responsibility of contributing to discussion and learning in the course.** Please note that 30% of your evaluation in this course is earned by your contribution to class discussion. Also, note that we'll be spending two days on some cases. The first day "belongs to the class;" i.e., each of you is expected to question and discuss in detail the case assigned for that day. If students spend only 30 minutes of the class in discussion, then the class period will last only 30 minutes. However, you must remember that you earn the class contribution portion of your grade by contributing to the class. On the second day, your professor will teach the important learning points of the case. On that day, the professor will call upon students for specific analyses and recommendations. It is from this give and take in discussion and questioning that you will earn the 30% class contribution portion of your grade. Moreover, it is from this give and take discussion that you will develop and hone your marketing knowledge and skills as well as your knowledge and skill about "how" to discuss and to be an advocate. Simply put, if you aren't in class, you can neither learn nor earn!
3. You must make sure that you schedule an appointment with your teacher when you feel you are having problems meeting the requirements of this course.
4. Class discussions in BA 472 sometimes become very, to use a fairly neutral word, animated. Lively discussion is a goal in this course. Given the benefits of discussion mentioned earlier and the fact that students should have invested a tremendous amount of

effort into preparing their case analyses, a lively discussion is both expected and desired. **HOWEVER, disrespect for one's colleagues will not be tolerated in this course!**

Honor Code:

All casework is covered by the honor code. The use of old notes or case analyses is a serious violation of the honor code. The mid-term and final examinations must be pledged as individual work. Cases completed by your group must be pledged as the work of only your group, and the pledge also indicates that all students contributed in roughly equal portions to the completion of the case.

Grading and Evaluation

Course grades are earned according to the following scheme.

A	94 – 100	C	74 - 76
A-	90 - 93	C-	70 - 73
B+	87 - 89	D+	67 - 69
B	84 - 86	D	64 - 66
B-	80 - 83	D-	60 - 63
C+	77 - 79	F	below 60

A weighted course average will be calculated using the following weights for the course components.

Midterm	10% ¹
Final Exam.	15% ²
Classroom Performance Contribution.	30%
Presented Cases	45% @ 15% ³

Course Schedule

The cases that will be discussed are presented in the schedule below. Note that student groups will be responsible for presenting most of the cases to the class. You will determine your own groups. Any revisions to the schedule below will be announced in class. You are responsible for getting the information from these announcements. If your group is scheduled to present a case at an inconvenient time, you may switch dates/cases with another group. Student groups are responsible for making these changes and notifying professor Planchon about the change.

¹ The midterm will be a case, and will be pledged as an individual effort.

² The final will be a case, and will be pledged as an individual effort.

³ Each group will hand in a written analysis for the three cases presented to the class. All cases, unless otherwise noted, as in the midterm and final, are to be pledged as a group effort to which all members of the group contributed equally; thus, each student in the group will receive the same grade for the case. The group's pledge indicates that it did not receive aid from any other source (past classes, students, notes, etc.) in preparing the case.

One final note—all written work in this course should bear evidence that it has been carefully prepared—Edit your work! If your writing and presentation are sloppy, it follows that your audience, including the professor, will not be inclined to trust your analyses. Both your analyses and presentation (written and oral) will be considered in the overall evaluation of each case. A separate grade will not be given for each component, analyses and mechanics of presentation.

<u>Date</u>	<u>Assignment</u>
August 25	Introduction to the course
August 30, September 1	Starbucks, August 30 (Individuals read case carefully and write an introductory paragraph, executive summary, for Starbucks. In this paragraph, you should identify the problem facing Starbucks and tell the reader how you propose to solve the problem.) September 1 , Analyzing and writing a case.
September 6. 8	September 6 , answer questions for Starbucks . Drop in in-box before class. September 8 review of marketing basics: role of marketing, strategy, measures of performance
September 13. 15	September 13 , Each group case written for Starbucks . Be prepared with power point to present to class cold-calls. Drop power point and written case in in-box before class. September 15 : Debrief Starbucks and prepare for next group of cases.
September 20, 22	September 20 Groups prepare/present (Groups _ _) Steinway Piano . How does a firm manage its marketing mix to create value? Write the case and prepare power points to present. September 22 Debrief Steinway Piano What have we learned?
September 27. 29	September 27 Group prepare/present (Groups _ _) U. S. Pioneer . How does a firm manage product value through channels? Watch your margins. September 29 Debrief Pioneer. What have we learned?
October 4, 6	October 4 , (Groups _ _) Natureview Farm . Can growing revenue decrease value? How are channels and value related? October 6 , Debrief Natureview. What have we learned?

October 11, 13	Midterm October 11 October 13 Dell New Horizons (Groups __) Group prepare/present. What is the relationship between industry structure and a firm's strategy? How much value should a firm capture in pricing? Can channels be used to create consumer value and competitive advantage? Dell is a complicated case!
October (18 break) 20	October 20 Debrief Dell
October 25, 27	October 25 Metabical—pricing, packaging, forecasting (Groups __) integrating pricing and packaging and demand forecasting. October 27 Debrief Metabical
November 1, 3	November 1 Metabical Positioning and communication. November 3, Debrief Metabical positioning/communication.
November 8, 10	November 8 Mountain Man Brewing. (Groups __) Can a brand be extended? How does extension affect position, pricing, communication, distribution? November 10— Debrief Mountain Man. What have we Learned?
November 15, 17	November 15 Home Depot (Groups __) How does strategy connect to marketplace performance and share price? We're getting to the bigger picture now! November 17, Debrief Home Depot—what did we learn
November 22 (24 th Thanksgiving)	Lecture 22rd Review Financial Performance Information in Public Folder
November 29, December 1	November 29, Nantucket Nectars presented (__ __) , December 1, Debrief Nantucket Nectars
December 6	Last Day of Class So what have we learned and what will the final be?

Exam Time

Exam Day	8:30 A.M.	1:00 P.M.	5:30 P.M.
Fri, Dec 9th	8:00 am TTh	11:00 am MWF	4:00 pm MWF
Sat, Dec 10th	10:00 am MWF	8:00 am MWF	9:30 am TTh
Mon, Dec 12th	11:00 am TTh	1:00 pm MWF	12:00 noon MWF
Tues, Dec 13th	3:00 pm MWF	9:00 am MWF	12:30 pm TTh
Wed, Dec 14th	2:00 pm MWF	2:00 pm TTh	3:30 pm TTh