

MKTG 6201 - Marketing Management
Spring 2021 Mod A
Prof. Michael Braun

Faculty Information

Professor Michael Braun

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Office hours by appointment at

www.calendly.com/braunm

Course Information

Sec. 019: Tuesdays, 10:30am – 12:15pm

Sec. 218: Tuesdays, 1:45pm – 3:30pm

All class sessions are online.

See Canvas for Zoom links.

Preliminary and subject to change

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Course description

The theme of this class is how to deliver value to customers profitably. Companies generate value by creating products and services that meet customers' needs, and facilitating an exchange through which buyers and sellers can benefit. Whether an exchange is profitable depends on a number of decisions that managers make under resource limitations, competitive pressure, unknown customer preferences, and divergent incentives. Marketing management is the practice of developing and exploiting opportunities for long-term profitable exchange with target customers under these constraints. Because marketing is concerned with generating revenue for the company, it is important for managers throughout the enterprise to understand how firms can improve their financial return from marketing activities.

Learning outcomes and objectives

The purpose of this course is to prepare you for positions in today's organizations, whether or not directly related to a marketing function. You will be provided with:

- broad knowledge of core marketing concepts;
- opportunities to apply these marketing concepts in a variety of contexts;
- a systematic and disciplined approach to marketing management;
- knowledge of, and the ability to select from, a variety of marketing tools; and
- opportunities to exercise your analytical skills and logical reasoning.

Upon completion of this course, you will be able to

- define and apply quantitative metrics commonly used by marketing managers;
- describe critically and strategically about the role of marketing in the organization, and how marketing relates to the overall performance of the firm;
- articulate the priorities and key components of a customer-focused marketing organization, including analysis, strategy, and execution; and
- recommend and defend appropriate analyses and actions that are aligned with the strategic objectives of the firm.

Course structure

This course is taught in an "online hybrid" format. The course is divided into topic **modules**. Each module corresponds roughly to a week of the course, and consists of three components.

1. An online, real-time, interactive class session, which typically involves a case discussion or other material.
2. Pre-recorded lecture material and required readings that you will be expected to have viewed **before** the associated real-time class session.
3. Completion of selected units of Management By The Numbers (MBTN). MBTN provides tutorials and exercises on quantitative concepts and metrics that managers are expected to know, and are best taught in a self-paced format outside of class.

You are responsible for all three components of a module. These components **do not overlap**, so you should not expect, say, MBTN material to be covered an additional time when the class meets together. If anything, each component builds on the previous one, so the pre-recorded material assumes understanding of the MBTN unit, and the real-time classes assume completion of MBTN and having viewed pre-recorded material.

Prerequisites

This course is a core component of the Cox graduate business curriculum. Therefore, this course assumes successful completion of either MAST 6478 (Data Analytics), MAST 6201 (Managerial Statistics), or another course that has included linear regression.

Required materials

This course does not use a textbook in a formal sense. Instead, students are required to purchase access to two online sources:

- Management By The Numbers (MBTN). Access can be purchased at <http://www.management-by-the-numbers.com>.
- A Coursepack available through Harvard Business School Publishing. The purchase link is: <https://hbsp.harvard.edu/import/788901>
- Other items to be determined.

More information will be posted on Canvas. I am cognizant of the high cost of textbooks, which is one reason I do not require them for my classes. Online access is a cost-effective substitute in which you are paying only for material you actually need for class. For 2021, the total cost is **estimated** to be **roughly** \$70.

Assessment and grading

The final grade will be computed from the following components, with the associated weighting.

- Final exam: 40%
- MBTN units: 25%

- One group case write-up (including peer assessment): 15%
- Attendance, participation, and quizzes 20%

Assignment details

Management By The Numbers

MBTN is an integrated homework and tutorial system that provides instructional content slides and practice problem sets. The content of the MBTN units focuses on common quantitative metrics with which all Cox graduates should be familiar. The material is straightforward, and students should consider it to be part of the "off-line" part of the hybrid class format. MBTN covers material provided in

P. Farris, N. Bendle, P. Pfeifer, and D. Reibstein. (2010) *Marketing Metrics: The Definitive Guide to Measuring Marketing Performance*, 2nd edition, FT Press.

While this book is not required for the course, those wanting an expanded discussion of these topics as well as others can purchase this book on Amazon.com.

You are required to complete a number of MBTN modules. For each module you will find an introduction to the topic and two sets of practice problems. For each question you will have two chances to enter the correct answer before going on to the next question. However, you can go back into the same problem set as many times as you wish so you can provide correct answers to those questions you originally got wrong. When you re-enter a problem set you will be asked whether you want to answer the question. A repeat of a question will present the same problem context but with different numbers. To receive full credit on a module you **must complete two (2) problem sets answering all of the questions correctly before the due date**. Grades on each module will be based based on the number of correct answers. After the due date you may access the modules for the purpose of preparing for the exam, but you will not be able to earn points on unanswered questions. **Before beginning the first MBTN module please read the following documents (available on Canvas):**

- Instructions for using MBTN
- Frequently Asked Questions MBTN

The required MBTN modules, and their immutable due dates, are listed in the Calendar section of this document. **Each module is due by 9:00am on the listed due date.**

Group case report

You will work in groups of 3 to 4 students on a short report on **one** of the following cases.

- Cree Inc.: Introducing the LED Light Bulb (Jan. 26);
- Blue Apron: Turning Around the Struggling Meal Kit Market Leader (Feb. 2); or
- SafeBlend Fracturing (Feb. 9)

Each report should be between two and three pages long, plus (optionally) one page of exhibits. The upper bounds of the report length are hard and binding, so do not exceed them. Use a standard 12-point font, one-inch page margins, and 1.5 line spacing. The report is due by 9:00am the morning

of the day on which the case will be discussed in class (see the course calendar). You will need to create your groups online on Canvas, and submit the report from the group (i.e., not from one member of the group). The final deliverable should be in PDF format.

Note that all students are expected to prepare for in-class discussion of all cases. But only one write-up is required.

More specific guidelines and topic questions will be posted on Canvas or announced in class.

Attendance and participation

An important component of your graduate-level business education is to learn how to participate constructively in a group discussion. To get the most out of the experience, you must be present for all live, real-time class sessions, particularly the case discussions. There are not many students in each section, so you will all have to carry some of the load on our joint discovery of truth. The standards for case preparation are very high, and I recommend that you prepare cases in informal groups.

This course will be much more enjoyable with active, free-wheeling discussion and debate. I will guide the discussion, but I should not be the center of it. You may find yourself under pressure, on "on the spot" in front of your classmates. Stepping outside of your "comfort zone" is part of the educational process. I reserve the right to cold-call, which is an opportunity, not a punishment. If you are particularly uncomfortable with in-class participation, please schedule an appointment to discuss it with me.

For virtual class attendance, cameras should be turned on with faces clearly in view. Students who are not in view risk not earning full participation credit. All synchronous class sessions will be recorded (hopefully), but viewing recordings is not a replacement for attendance during the live class.

Quizzes

From time to time you may be asked to complete some very short online quizzes, just to check your progress. Times and format will be announced in class and/or via Canvas. Completion of these quizzes will be included in the Attendance and Participation portion of the final grade.

Final exam

The final exam will likely include the following types of questions.

- **MBTN.** This section of the exam will test your command of the content presented in the MBTN modules. The questions are similar to the ones you have completed in satisfying the MBTN requirement.
- **Conceptual.** Questions in this section will be taken from the lectures, case discussions, and required readings. These styles of these questions will be a mix of multiple choice, and short answers.
- **Business problem.** In this section of the exam you will encounter a more comprehensive problem. Using all material covered in class, including MBTN, cases, readings, and lecture topics, you will need to answer various questions that lead to a solution to the problem.

The exam will be offered online, and will be scheduled during the official Cox final exam period. Requests for rescheduling the exam are rarely granted.

Calendar

All days are Tuesdays in 2021. Group case reports are due in Canvas by 9:00am on the listed date.

Module	Date	Topics	Case
1	Jan. 19	Market Analysis: The 3 C's	
2	Jan. 26	Segmentation, Targeting, and Positioning	Cree Inc.: Introducing the LED Light Bulb
3	Feb. 2	Customer Value	Blue Apron
4	Feb. 9	Products and Pricing	SafeBlend
5	Feb. 16	New Product Introduction	
6	Feb. 23	Advertising and Digital Marketing	Artea

The table below lists the required MBTN modules and required readings, and their due dates. Readings should be completed prior to the class scheduled on that day. MBTN modules must be completed by 9:00am.

Module	Due date	MBTN	Coursepack reading
1	Jan. 19		Marketing Myopia
2	Jan. 26	Market Share Metrics 1 and 2	Segmentation and Targeting
3	Feb. 2	Customer Lifetime Value 1 and 2	Customer Management
4	Feb. 9	Pricing 1 and 2	Pricing Strategy
5	Feb. 16	Conjoint Analysis	
6	Feb. 23	Advertising Metrics, Web Metrics	

Policies

The listed policies are not exhaustive. Any issues not listed here are covered by standing Cox and SMU policies.

Honor Code

Your work is governed by the Cox School of Business Honor Code. A violation of this honor code is defined as giving or receiving aid on academic work submitted for evaluation without the consent of the professor. For example, assisting a classmate in completing the MBTN exercises is a violation.

Disability Accommodations

Students who need academic accommodations for a disability must first contact Ms. Rebecca Marin, Coordinator, Services for Students with Disabilities (214-768-4557) to verify the disability

and establish eligibility for accommodations. They should then schedule an appointment with the professor to make appropriate arrangements. (See University Policy No. 2.4.)

Accommodations for pregnant and parenting student

s Under Title IX students who are pregnant or parenting may request academic adjustments by contacting Elsie Johnson (elsiej@smu.edu) in the Office of the Dean of Students, or by calling 214-768-4564. Students seeking assistance must schedule an appointment with their professors as early as possible, present a letter from the Office of the Dean of Students, and make appropriate arrangements. Please note that academic adjustments are not retroactive and, when feasible, require advance notice to implement.

Covid-19 Attendance Statement

Students who are experiencing COVID-19 symptoms or who have been notified through contact tracing of potential exposure and need to self-quarantine or isolate must follow the protocols laid out in SMU's Contact Tracing Protocol. Because this course is taught entirely online, attendance and participation are expected to continue. Situations for which this is not possible will be handled on a case-by-case basis.

Religious Observance

Religiously observant students who wish to be absent on holidays that require missing class should notify their professors in writing at the beginning of the semester, and should discuss with them, in advance, acceptable ways of making up any work missed because of the absence. (See University Policy No. 1.9.)

Excused Absences for University Extracurricular Activities

Students participating in an officially sanctioned, scheduled University extracurricular activity will be given the opportunity to make up class assignments or other graded assignments missed as a result of their participation. It is the responsibility of the student to make arrangements with the instructor prior to any missed scheduled examination or other missed assignment for making up the work. (University Undergraduate Catalogue)

Sexual Harassment

All forms of sexual harassment including sexual assault, dating violence, domestic violence and stalking are violations of SMU's Title IX Sexual Harassment Policy and may also violate Texas law. Students who wish to file a complaint or receive more information about the grievance process may contact Samantha Thomas, SMU's Title IX Coordinator, at accessequity@smu.edu or 214-768-3601. Please note that faculty are mandatory reporters. If students notify faculty of sexual harassment, they must report it to the Title IX Coordinator. For more information about sexual harassment including resources available to assist students, please visit www.smu.edu/sexualmisconduct.