

**LeMOYNE COLLEGE**  
**MKT 601**  
**MARKETING MANAGEMENT**  
**Spring 2004**

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This course is intended as an introductory marketing course. The course attempts to familiarize students with the basic precepts of marketing while introducing strategic marketing into the process. This is a graduate level course and is intended for either entry level graduate students or those with some prior academic experience at the graduate level.

**COURSE OUTLINE:**

- A. Introductory Modules
  - 1. Introduction to Case Analysis
  - 2. Basic Quantitative Analysis for Marketing Decision Making
  
- B. The Marketing Mix in a Global Environment
  - 1. Product Strategy
  - 2. Integrated Marketing Communications
  - 3. Distribution Strategy
  - 4. Pricing Strategy
  
- C. Current Marketing Issues
  - 1. Current Issues as Identified in the Business Press
  - 2. Ethical Issues in Marketing
  
- D. The Marketing Process
  - 1. Linking Research to Strategy
  
- E. Marketing Strategy
  - 1. Global Marketing Programs

## **I. COURSE OBJECTIVES**

1. To develop an understanding of, and skill in, the development of marketing strategy.
2. To provide students the opportunity to monitor and evaluate the changing problems that face both private sector and public sector marketing organizations.
3. To provide the student the opportunity to develop and improve his/her marketing decision making skills.
4. To provide the student the opportunity to develop and improve his/her oral communication skills
5. To provide the student the opportunity to confront substantive ethical issues pertinent to marketing and to develop a framework of analysis for these issues.
6. To provide the student experience with substantive global issues specific to marketing management.

## **II. STRATEGY**

Marketing is the business function of an organization (profit or nonprofit) with responsibility for serving customers. Many people who come to the study of marketing with little or no business experience picture it as the study of selling and advertising. While marketing includes selling and advertising, it encompasses much more.

This course will present marketing concepts primarily from a decision making perspective. The scope and nature of marketing may best be explained by considering the questions marketers ask and the decisions they are required to make.

The first decision is perhaps the most important decision in marketing—market selection. Market selection is the choice of which customer needs to fill and which customer needs to explicitly not attempt to fill. The other decision relates to a second key marketing concept—the marketing mix. Decisions with regard to product policy, price policy, distribution policy and communication policy are the organizing framework for this course.

Lectures and readings are an efficient way to acquire knowledge and become informed about techniques. But the development of philosophies, approaches and skills is better served by experiential methods such as case studies and business simulations. The case method will be used extensively in this course. The sessions will include discussions of readings to develop frameworks for marketing decisions, occasional lectures and cases that focus on actual marketing situations. The cases will provide the student with the opportunity to develop marketing skills by practicing in a simulation process.

### III. CONDITIONS

1. Regular classroom attendance is expected.
2. All assignments become the property of the instructor.
3. If any classes have to be canceled, assignments will be collected during the next class period.
4. The student is expected to be prepared for each class. Preparation at an advanced stage is appropriate for each student in this class.
5. The student is expected to contribute in appositive way to advance the Learning environment in this class.
6. If you have a disabling condition which might interfere with your ability to complete this course, please contact me.

### TENTATIVE SCHEDULE

#### WEEK OF:

#### **Introduction to the Marketing Process**

January 14

Introduction to the Course  
Introduction to Cases

January 21

Read: *Learning with Cases*  
Read: *Basic Quantitative Analysis in Marketing*

January 28

Read: *Note on Marketing Strategy*  
CASE: HURRICANE ISLAND OUTWARD BOUND SCHOOL

#### **Product Policy**

February 4

Read: *Product Policy*  
CASE: BOSTON BEER COMPANY: LIGHT BEER DECISION

February 11

CASE: OSCAR MAYER: STRATEGIC MARKET PLANNING

#### **Distribution Policy**

February 18

Read: *Going to Market*  
CASE: GOODYEAR: THE AQUATRED LAUNCH

February 25

CASE: BIOPURE CORPORATION

### **Integrated Marketing Communication**

March 10            Read:    *Integrated Marketing Communications*  
CASE:   MILFORD (A)  
CASE:   MILFORD (B)

March 17            CASE:   TIVO

### **Pricing Policy**

March 24            Read:    *Pricing: A value-Based Approach*  
CASE:   CUMBERLAND METAL INDUSTRIES

March 31            Read:    *Pricing and Market Making on the Internet*  
CASE:   COCA COLA'S NEW VENDING MACHINE (A)

### **Marketing Issues**

April 7              CASE:   PANALBA

April 14             CASE:   CALLAWAY GOLF COMPANY

April 21             Review of Marketing Management

## **IV. GRADING**

- A. **Class discussion – 50%** The course is designed as a seminar. As such, each student must accept the responsibility that goes with a seminar. Class discussions of readings, cases and lectures can only contribute to learning if each student takes an active role. **You will be expected to be prepared for each class and make a contribution to class each meeting.**
- B. **Case Analysis – 50%** You will be responsible for the analysis and preparation of each assigned case. Each student will be responsible for 3 cases to be handed in. Each analysis will be a maximum of 8 pages, typed, double spaced.

### **Cases and readings from Harvard Business School Publishing for MKT 601**

Note on Marketing Strategy	9-598-061
Hurricane Island Outward Bound	9-588-019
Product Policy	9-501-049
Boston Beer Company	9-899-058
Oscar Mayer Strategic Marketing	9-597-051
Going to Market	9-599-078

Goodyear: The Aquatred Launch	9-594-106
Biopure Corporation	9-598-150
Integrated Marketing Communications	9-599-087
Milford (A)	9-584-012
Milford (B)	9-584-013
TiVo	9-501-038
Pricing: A Value Based Approach	9-500-071
Cumberland Metal Industries	9-580-104
Pricing and Market Making	9-500-065
Coca Cola's New Vending Machine	9-500-065
Callaway Golf Company	9-501-019

## **1. Individually Prepared Written Cases (50%)**

Each student will prepare and submit three written cases during the semester. The following provides some guidelines for preparing written cases:

### **Some Guides For Preparing Written Cases**

#### **I. Purpose**

The purpose of this document is to outline some requirements and some suggestions for the preparation of written case reports.

#### **II. Requirements**

Written case analysis should:

- be word processed, double spaced and leave 1.5 inch margins
- present any exhibits or calculations in appendices, rather than in the body of the report
- show pages numbered consecutively.
- have a maximum length of eight pages, exclusive of any tables, charts, exhibits, or bibliography.
- be submitted on time

#### **III. Suggestions For Preparing Cases**

Absorb and think about the case over a period of time; avoid starting "cold" shortly before the due date.

Remember that you are not required to agree with the opinions expressed by individuals in the case.

Feel free to discuss the case analysis with others in the class, but work on your own during the writing phase.

Quantify your analysis and recommendations whenever possible.

Where it is necessary to make assumptions in order to proceed with your analysis, identify them as such and show why they are reasonable.

Remember that there is no single "right" answer to a case. You are expected to show what course of action, all things considered, would appear to be the best - and why.

You are expected to reach actionable decisions.

Remember that a decision to await more information before acting is usually a ploy to postpone hard thought. Therefore, before making such a recommendation, verify that you have fully used the information at hand, as well as your own experience, knowledge of business and common sense. Be sure that the company can afford to wait for the time necessary to obtain additional information, and be sure that the information you desire can be collected at a reasonable cost. Then specify in detail what information should be obtained.

#### IV. Suggestions For Presenting Your Analysis and Recommendations

Design your report for busy, perceptive and action - oriented management. Write clearly and succinctly. Eliminate verbiage, duplication and baroque sentences. If you have trouble with writing, enlist a spouse, friend or classmate to purge your report of errors in organization, spelling, grammar and punctuation -- and don't criticize them when they do!

Assume that the reader of your report is fully familiar with the facts as they are presented in the case.

Be sure that your report unfolds in a logical way. One sensible and common format is as follows:

- Title Page

- Statement of the decision task or problem

- Summary recommendations, omitting reasons

- Analysis supporting and leading up to the summary recommendations

- Brief recapitulation

- Appendices