



NORTHWEST
MISSOURI STATE UNIVERSITY
MARYVILLE | KANSAS CITY

**Booth School of Business
Marketing Management**

MKTG 55434, 48 contact hours, 3 credit hours

5-Week Summer Session

Instructor: TBA
Email: TBA
Office Hours: TBA

Prerequisites: MKTG 55330 (Principles of Marketing) or Equivalent and Senior standing

Required Text:

- 1) *Marketing Mistakes and Successes*, by Robert F. Hartley, 2009 (available at the Textbook Service Office)
- 2) *Guerrilla Marketing*, by J. Conrad Levinson, 2007 (buy it by yourself)
- 3) Articles from the *Harvard Business Review* and the *Journal of Marketing* (accessible in the library's online system)
- 4) *Wall Street Journal* (Subscribe both the paper and online versions at: <https://r.wsj.com/PROFwkj4>)

Course Catalog Description: The major areas of marketing are examined from the viewpoint of the marketing executive. Emphasis is given to 5C's situation analysis (which includes customer analysis, competitor analysis, company analysis, collaborator analysis, and context/climate analysis), marketing research, marketing innovation, enterprise culture, brand management, product planning, channels of distribution, promotion, pricing, and the INTEGRATION of the above-mentioned analyses and concepts in the development of a marketing plan with researched-based marketing strategies..

Student learning outcomes and assessment methods: Upon completing this course, students should achieve the following learning outcomes (LO's):

LO1: be able to explain **the role of marketing strategy in overall corporate strategy** and apply marketing strategies to solve real business problems (by working on WSJ article analysis reports, case studies, and the marketing plan project, which will be used as assessment tools);

LO2: be able to elaborate and apply some basic **marketing management theories, concepts, analysis models and tools** in various business situations (by working on WSJ article analysis reports, Guerrilla Marketing quizzes, in-class exercises, case studies, and the marketing plan project, which will be used as assessment tools);

LO3: be able to critique the **current practices** of marketing management and integrate them into your own solutions of real business problems (by working on WSJ article analysis reports, Guerrilla Marketing quizzes, case studies, and the marketing plan project, which will be used as assessment tools);

LO4: be able to identify, understand, and develop **key components of a firm's marketing strategies** (by working on WSJ article analysis reports, Guerrilla Marketing quizzes, case studies, and the marketing plan project, which will be used as assessment tools);

LO5: be able to understand and engage in all activities necessary to develop a **marketing plan** (by working on WSJ article analysis reports, case studies, and the marketing plan project, which will be used as assessment tools);

LO6: enhance your **information management, problem solving** and **critical thinking skills** (by working on WSJ article analysis reports, case studies, and the marketing plan project, which will be used as assessment tools); and

LO7: improve your **teamwork** and **communication skills** and appreciation of **diversity, equity & inclusion** (by working on team-based projects like WSJ article analysis reports, case studies, and the marketing plan project, which will be used as assessment tools).

Student Responsibilities:

(1) Be professional.

- (2) During any quiz or exam, all electronic devices should be turned off.
- (3) Do your own work, including complying with the Academic Dishonesty rules in the Academic Catalog.
- (4) Check your Northwest e-mails and course announcements daily.
- (5) Ask questions early if something is unclear.
- (6) Read the textbooks and required articles and cases carefully and contribute your ideas to the class during threaded discussions.

Participation Policy: You'll be responsible for (1) reading and understanding the assigned chapters, cases, and/or articles and (2) posting your messages about related questions and/or other students' messages timely.

Course Requirements:

- **Team Rules:** Develop an inspiring team name and rules of your team, which will help you manage your team- based assignments such as the marketing plan project.
- **Articles in *The Wall Street Journal*:** You will be responsible for reading the **Business & Finance section (Section B)** each week day as we will occasionally discuss articles contained in this section and your final exam will include questions arising out of these discussions throughout the trimester. Sometimes, you can also find excellent articles about marketing management in **Section A**; so, browse Section A to find helpful articles, too. Enjoy the articles!

Objectives: Reading good examples of the latest marketing practices in the *WSJ* (a routine activity of many successful business executives) helps you to achieve LO1, LO2, and LO3.

- **WSJ 5C's Situation Analysis Reports:** Each team needs to select **four** articles from the *WSJ*, write a *WSJ* 5C's Situation Analysis Report on each article. The detailed requirement will be posted in the Files area of the course site.

Objectives: Writing these reports helps you to achieve LO2, LO4, LO5, LO6, and LO7.

- **Guerrilla Marketing Quizzes:** The four quizzes will assess how well you understand the contents. Each quiz includes 20 multiple choice questions and takes 15 minutes.

Objectives: Preparing for these quizzes helps you to achieve LO2, LO3, and LO4.

- **Quiz on the Marketing Foundations:** In Week 4, you will take this quiz, which covers some key ideas discussed in the five marketing management foundations and include 15 multiple choice questions. You need to finish it within 12 minutes.

Objectives: Preparing for these quizzes helps you to achieve LO1~LO4.

- **Threaded Discussions:** In each of **Week 1, Week 2, Week 3, Week 5 and Week 6**, you'll participate in two threaded discussions. They involve the whole class and the instructor, and deal with questions that come up in the assigned article(s) or cases. You are required to post at least **two posts** weekly: post **the first one by Thursday**, and post **the second one by Sunday**.

In your posts, you must **be specific, answer the questions directly, and use real business**

examples (rather than those in the articles or cases), **relevant theories, concepts, and/or models** learned from the textbook and articles to **JUSTIFY** your arguments and recommendations (e.g., “I argue/recommend that the company should . . . My rationale is that the . . . theory/model which suggests that . . . Accordingly, my recommendations will benefit the company by . . .”). Your grades depend on the **quality** of your messages. Each post must contribute **new and critical ideas** to the thread. **Repeating** other students’ ideas earns **0** automatically; thus, you should **read other students’ posts and the instructor’s responses before posting your posts**. Before posting your posts, you may need to do research on a company, its market and competitors, etc., on the Internet.

I will not evaluate grammar and style in threaded discussion posts or in the final exam. But, please write with clear, understandable English and **be cordial** to each other. Also, I require that all e-mail communication be properly formatted, **including a salutation and “signature.”** (Note: I don't answer e-mails that aren't properly formatted) All of this is **good business practice**. Many students are getting used to less formal written communication. It's good to get away from that habit now for your future career.

Objectives: Thinking over real business problems and engaging in dialogues with others help you to achieve LO1~LO6.

- **Case Studies:** The case studies are team-based and assess your ability to make decisions on real challenges faced by many companies. These cases come from *Marketing Mistakes and Successes*. The format for evaluation includes discussion questions. Teams will be assigned discussion questions for specific case studies. Two or more teams will be assigned discussion questions each day when we cover a case. The questions will be posted in the **Files** area of the course site. The following tentative schedule lists when your team will be required to work on case questions. Your team’s answers to assigned questions with each contributor’s name (Word document) should be e-mailed to the instructor by the deadline. Totally, we will discuss **eight** cases. You need to prepare well for discussing **all** cases in the corresponding threaded discussions.

Objectives: Working on these case studies (or real life examples) will help you to achieve LO1, LO2, LO3, LO4, LO6, and LO7.

- **Team-based Marketing Plan Project:** Your team will identify a publically traded firm or a small business (which usually has less than 10 employees) that agrees to share its financial information with your team. If you select a publically traded firm, you need to contact the business and/or conduct an internet-based research to get relevant information and data. If you select a small business, you **must** be sure that the business owner agrees to share the financial data of the business with your team for your team to conduct financial analysis; otherwise, you need to select a publically traded firm. This project will involve discussing the selected business’s present marketing plan and related marketing strategy and tactics and how well they are working.

The sooner you identify your business, the more you will be able to make your reading in the course more efficient and effective. You should then apply your marketing knowledge (e.g., segmentation, tools of Guerrilla Marketing, the 5C's model) to develop a new marketing plan at the firm's planned level of expenditure. Clearly explain **WHY** you make each recommendation (i.e., what it should do) and **HOW** the firm should evaluate its effectiveness (i.e., measurement tools). For example, **NPV and ROI forecasting is necessary** for your team to justify your recommendations. The outline of the marketing plan is posted in the **Files** area.

The main part of the Marketing Plan (**III-VIII sections**) should be **15 pages, in TNR 12 pt, double-spaced, with one-inch margins all around**. There is no limit of the number of pages of the Index of Content and appendices; but you should **only** attach **necessary** appendices. Every team must submit your team's marketing plan via the online Dropbox **by 11:59 pm, [date]**. **No late submission is accepted.**

Objectives: Developing a marketing plan from scratch helps you to achieve LO1~LO7.

- **Summary of Surveys/Interviews:** Each Team needs to submit your team's summary of the surveys/interviews on **[date]**, which shows the total number of surveys or interviews with customers your team has finished and the number of interviews you have conducted with the manager(s) of the company for which you develop a marketing plan.
- **Peer Evaluations:** You will be given the opportunity to evaluate your peers on your team for their contributions to the team project at the end of the trimester. These evaluations will be confidential: only your instructor will know how you evaluate your team members. The peer evaluations WILL be used to modify individual grades on each of the parts of your project. I encourage you to take the evaluations very seriously as this provides feedback to your instructor that I may otherwise not have. Rarely do team members receive the same individual grade on the final project. The **Team Member Contribution Evaluation Form** is posted in the **Files** area of the course site. Your signed form should be submitted via the online Dropbox **by 11:59 pm, [date]**. If one student does not submit his/her Team Member Contribution Rating Form by the deadline, it will be automatically assumed that he/she evaluates the contribution of each of the other team members to the Marketing Plan Project as 100%.

Your individual final grade for the marketing plan will be based on your team's grade, which will be adjusted by peer evaluations (**Personal grade = Team's grade * 70% + Team's grade * 30% * Average peer evaluation rating**).

- **Final Exam:** This will be a **comprehensive exam**, which is designed for you to demonstrate your knowledge of marketing management. The exam includes **three** short-essay questions (40 pts each question), covering the theories, concepts, models, tools, and cases discussed in the whole course. The final exam will take **90 minutes**.

Course Grades: The following grading scale is offered to aid students in understanding the requirements to achieve personal class goals. The grade of ‘A’ requires a minimum 90% on course work – a grade reserved for students who demonstrate superior knowledge of classroom and assigned material (a grade which is equal to or above 89.50% will be rounded up to 90% or A). Final course grades are based upon the following:

Description	Total Points
Team Rules	5
WSJ 5C’s Situation Analysis Reports (4 total)	80
Guerrilla Marketing Quizzes (4)	160
Threaded Discussions (foundations and cases) (5)	100
Assigned Case Studies (Team-based) (5 total)	100
Marketing Plan Report	230
Summary of	5
Final Exam	120
Total	830

Assignment Submission Policy:

- 1) For team-based assignments, put your **section number** and **full names of all contributing team members** on every submitted assignment. One team member submits an assignment on behalf of the whole team.
- 2) For the Marketing Plan Report, no late submission will be accepted.
- 3) For Team Rules, WSJ 5C’s Situation Analysis Reports, Threaded Discussions, assigned case studies, and the Summary of Surveys/Interviews, there will be **20%** of grade deduction per day for late submission. Assignments will NOT be accepted after two late calendar days.

Make-Up Policy: Students not taking a Guerrilla Marketing Quiz, Quiz on the Marketing Foundations, or the Final Exam will be assigned a grade of “0.” There will be no makeup quiz granted except that a **prior notice** is provided and legitimate documents (e.g., a doctor’s notice) or reasons (e.g., death of family members) are presented. The allowed make-up quiz should be taken in the same week of the missed quiz or the next week due to time conflicts. If the absence during the final exam were acceptable and qualified as documented emergencies, the instructor will decide on an appropriate alternative in consultation with the Director of the School of Business. In the end of the trimester, no extra assignment is provided for students to earn extra points.

Special Accommodations Policy: Northwest Missouri State University complies with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 [ADA] and the ADA Amendments Act of 2008 [ADAAA]. If a student has a disability that qualifies under the ADA/ADAAA and requires accommodations, they should contact Pat Wyatt in the Accessibility Services Office in Norther Complex 010 for information on appropriate policies and procedures at 660.562.1873, or pjp@nwmissouri.edu / ADA@nwmissouri.edu. For the university policy on disability accommodation refer to <http://www.nwmissouri.edu/policies/student/Disability-Accommodation.pdf>

Family Education Rights and Privacy Act (FERPA) Policy: Family Educational Rights and Privacy Act of 1974, as amended (commonly known as the Buckley Amendment), is a federal law which provides that colleges and universities will maintain the confidentiality of student education records. Please refer to the Family Educational Rights and Privacy Act (FERPA) Policy at <http://www.nwmissouri.edu/policies/academics/Family-Educational-Rights-and-Privacy-Act.pdf>

Academic Integrity Policy: The students, faculty, and staff at Northwest endeavor to sustain an environment that values honesty in academic work, that acknowledges the authorized aid provided by and intellectual contributions of others, and that enables equitable student evaluation. Please refer to Northwest Missouri State University's Academic Integrity Policy at <http://www.nwmissouri.edu/policies/academics/Academic-Integrity.pdf>

Non-discrimination and Anti-harassment Policy: Northwest Missouri State University is committed to maintaining an environment for all faculty, staff, students, and third parties that is free of illegal discrimination and harassment. Please refer to the Non-Discrimination and Anti-Harassment Policy at <http://www.nwmissouri.edu/diversity/titlevi.htm>

Tentative Class Schedule

Week	Topics
Week 1	<ol style="list-style-type: none"> 1. Review the syllabus by yourself. 2. Subscribe to the Wall Street Journal (WSJ) (see the web link on Page 1) 3. Marketing Plan Project: (1) see the Document of Team Assignment to find your team members and develop your Team Rules (due on date); (2) select a real company for your team’s marketing plan together with your team members; (3) review the Marketing Plan Outline, Rubric for Marketing Plan Report and the Guidelines for Interviews and Surveys posted in the Files in the course site; and read the article of “Target Market Selection,” available at: http://www.netmba.com/marketing/market/target/; (4) develop your team’s list of questions used in your surveys (all members use the same questions) and conduct surveys; (5) each team needs to finish one interview with a manager of the company for which you develop the marketing plan. 4. Threaded Discussion: <ol style="list-style-type: none"> (1) Foundation 1 (Marketing, Creativity and Innovation) Preparation: Read the articles of Levitt, Theodore (1960), “Marketing Myopia,” <i>Harvard Business Review</i>, 38 (July-August), 45-56; Kanter, Rosabeth Moss (2011), “How Great Companies Think Differently,” <i>Harvard Business Review</i>, 89 (11), 66-78. Also read the 2007 AMA definition of marketing (available at: https://www.ama.org/AboutAMA/Pages/Definition-of-Marketing.aspx); and the article of “The Resource Based View” (available at: https://www.strategicmanagementinsight.com/topics/resource-based-view.html). (2) Foundation 2 (Market Orientation and Trust) Preparation: Read the articles of Jaworsky, Bernard J. and Ajay K. Kohli (1993), "Market Orientation: Antecedents and Consequences," <i>Journal of Marketing</i>, 57 (July), 53-70, and Morgan, Robert M. and Shelby D. Hunt (1994), “The Commitment-Trust Theory of Relationship Marketing,” <i>Journal of Marketing</i>, 58 (3), 20-38.

Week 2	<ol style="list-style-type: none"> 1. Marketing Plan Project: Continue your survey and collect secondary data required for you to conduct all the necessary analyses listed in the Marketing Plan Outline. 2. Threaded Discussion: <ol style="list-style-type: none"> (1) Foundation 3 (Development/Implementation of Marketing Strategy) Preparation: Read the articles of “Situational Analysis” (i.e., the 5C’s model; available at: http://www.netmba.com/marketing/situation/), “Porter’s Generic Strategies” (available at: http://www.mindtools.com/pages/article/newSTR_82.htm), and Bungay, Stephen (2011), “How to Make the Most of Your Company's Strategy,” <i>Harvard Business Review</i>, 89 (1/2), 132-140. (2) Marketing Management Foundation 4 (I): Brand Equity and Corporate Reputation
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	<p>Preparation: (1) Browse the article of Keller, Kelvin Lane (1993), “Conceptualizing, Measuring, and Managing Customer Based Brand Equity,” <i>Journal of Marketing</i>, 57 (1), 1-22. You should understand the definitions of customer-based brand equity (Keller 1993, p. 2), brand image (Keller 1993, p. 3), and the dimensions of brand knowledge (Keller 1993, p. 7).</p> <p>(2) Read the article of Gaines-Ross, Leslie (2010), “Reputation Warfare,” <i>Harvard Business Review</i>, 88 (12), 70-76. (3) Read the article of Seijts, Jana, Cynthia Soledad, and Rick Wion (2014), “When the Twitterverse Turns on You,” <i>Harvard Business Review</i>, 92 (3), 117-121.</p> <ol style="list-style-type: none"> 3. GM Quiz #1 (Guerrilla Marketing, Ch. 1-8)
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<p>Week 3</p>	<ol style="list-style-type: none"> 1. Marketing Plan Project: <ol style="list-style-type: none"> (1) Summary of Interviews/Surveys due on date (each student should finish 25 surveys; each team should finish one interview with a manager of the company for which you develop the marketing plan) (2) Continue to collect secondary data if necessary. (3) Analyze the collected data (i.e., interview results, survey results, and secondary data). 2. 1st WSJ 5C's Situation Analysis Report due 3. GM Quiz #2 (Guerrilla Marketing, Ch. 9) 4. Threaded Discussion: <ol style="list-style-type: none"> (1) Foundation 4 (II): Brand Community Preparation: Read the article of Fournier, Susan and Lara Lee (2009), "Getting Brand Communities Right," <i>Harvard Business Review</i>, 87 (4), 105-111. (2) Foundation 5: Global Marketing. Preparation: Read the article of Holt, Douglas B., John A. Quelch, and Earl L. Taylor (2004), "How Global Brands Compete," <i>Harvard Business Review</i>, 82 (September), 68-75; read the first four pages of the article of Zou, Shaoming and Tamer Cavusgil (2002), "The GMS: A Broad Conceptualization of Global Marketing Strategy and Its Effect on Firm Performance," <i>Journal of Marketing</i>, 66 (October), 40-56. You should also review the Hofstede's cultural value model (https://geert-hofstede.com/national-culture.html). <p>Recommended reading: Bhargava, Shruti (2020). "A global view of how consumer behavior is changing amid COVID-19." Available at: https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/a-global-view-of-how-consumer-behavior-is-changing-amid-covid-19</p>
<p>Week 4</p>	<ol style="list-style-type: none"> 1. Marketing Plan Project: <ol style="list-style-type: none"> (1) Finish the Situational Analysis and the analysis of the Current Marketing Plan (refer to the Marketing Plan Outline). (2) Start to develop your Recommended Marketing Plan (refer to the Marketing Plan Outline). 2. 2nd 5C's Situation Analysis Report due 3. GM Quiz #3 (Guerrilla Marketing, Ch. 10) 4. GM Quiz #4 (Guerrilla Marketing: Ch. 11, 12 & 14) 5. Quiz on the Five Foundations

<p>Week 5</p>	<ol style="list-style-type: none"> 1. Marketing Plan Project: Continue to work on your Recommended Marketing Plan (refer to the Marketing Plan Outline). 2. 3rd 5C's Situation Analysis Report due 3. Google Case Study (<i>Marketing Mistakes & Successes</i>, hereinafter referred to as <i>MMS</i>, p. 231-249): All teams submit your answers. 4. Euro Disney Case Study (<i>MMS</i>, p.156-173): Teams 1 and 3 submit your answers. 5. Starbucks Case Study (<i>MMS</i>, p. 250-265): Teams 2 and 4 submit your answers. 6. Cola Wars Case Study (<i>MMS</i>, p. 11-33): Teams 1 and 3 submit your answers. 7. Threaded Discussion (covering the above four cases) 8. Recommended reading: Holt, Douglas (2003), "What becomes an icon most?" <i>Harvard Business Review</i>, 81(3), 43-49. <p>Marketing Plan Project: All teams' Marketing Plans and everyone's signed Team Member Contribution Rating Form due by date</p> <p>Final Exam by date</p>
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Disclaimer: While information and assurances are provided in this course syllabus, it should be understood that the content may change in keeping with new research and literature and that events beyond the control of the instructor could occur. Students will be informed of any substantive occurrences that will produce syllabus changes. The course schedule is subject to change and you will be responsible for abiding by any such changes. Your instructor will notify you of any changes.