

University of North Carolina at Greensboro
Bryan School of Business and Economics
MBA 626-01: Strategic Marketing Management
Spring 2004

This syllabus is subject to change as the semester progresses to accommodate instructional and/or student needs.

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Class Time: W 6:30- 9:20 PM

Classroom: BRYAN 112

Office location: 368 BRYAN

Office hours: MW 3:30-6:30 PM

Required Text

Roger A. Kerin, and Robert A. Peterson (2004), *Strategic Marketing Problems, Cases and Comments*, Prentice Hall (K&P).

<http://myphilip.pearsoncmg.com/faculty/mpbookhome.cfm?vbookid=571>



Read reviews of this book at:

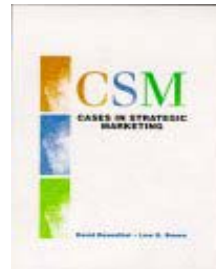
- 1) <http://www.growingresults.com/prod/0131421840.html>
- 2) <http://www.amazon.com/exec/obidos/tg/detail/-/0131421840/102-8349381-0194569?v=glance>

Supplementary Text

David Rosenthal and Lew G. Brown (2000), *Cases in Strategic Marketing*, Prentice Hall (R&B).

Read reviews of this book at:

1. http://www.wkonline.com/a/Cases_in_Strategic_Marketing_0130863599.htm
2. <http://www.amazon.com/exec/obidos/tg/detail/-/0130863599/102-8349381-0194569?v=glance>



Course Overview

With the evolving global market structures, rapid development of information and communications technologies (ICTs), shortening product life cycles, and intensified competition, marketing managers are facing new challenges in their efforts to market products and services. The long-term performance of a firm is a function of its ability to understand a variety of factors driving the marketplace -- customers, competition, technology, and various other forces affecting an industry on a global scale. A deeper and

richer understanding of these factors would help the firm to create and sustain customer value by rethinking and reinventing its approach to and relationship with its customers.

MBA 626 (Strategic Marketing Management) offers a broad overview of marketing as a process of creating customer value. This course is a follow up to MBA 606, which introduced you to the basic concepts of marketing management, and is one of the important components of the *Strategic Management Core* of the Bryan MBA curriculum. Participants of this course are expected to gain significant insight into formulating a marketing strategy through detailed analyses of numerous cases in diverse industries and market environments.

The approach of this course requires substantial input from students. It is expected that you will read all assigned materials for each class and will be ready to contribute to class discussions on these materials.

Course Objectives

The analytical processes of *Strategic Marketing Management (SMM)* include defining the character of organization's business mission, and goals; identifying and framing organizational growth opportunities; formulating product market strategies; budgeting marketing, financial, production, and human resources; and developing reformulation and recovery strategies (K&P, p. 1). This course aims to familiarize you with these functions and elements.

Specifically, this course aims to familiarize you with:

1. Organization's Business, Mission, and Goals and Identifying and Framing Organizational Growth Opportunities
2. Converting Environmental Opportunities into Organizational Opportunities: SWOT Analysis
3. Formulating Product-Market Strategies
 - Market-Penetration Strategy
 - Market-Development Strategy
 - Product-Development Strategy
 - Diversification
 - Strategy Selection
 - The Marketing Mix
4. Budgeting Marketing, Financial, and Production Resources
5. Developing Reformulation and Recovery Strategies
6. Financial Aspects of Marketing Such As Various Types of Costs, Margin, and Contribution Analysis.
7. Opportunity Analysis
8. Market Segmentation
9. Market Targeting
10. Product Offering, Positioning And Brand Equity
11. Integrated Marketing Communication (IMC) Strategy Framework and Developing an IMC Mix
12. Factors Influencing Channel Selection and Modification

13. Pricing Considerations and Strategy
14. Employing Modern ITs Such as the Internet and Electronic Commerce to Attain Competitive Advantage in the Marketplace
15. Strategic Change: Sources of Strategic Change, Strategic Change: Threat or Opportunity?
16. Operations Control: Nature of Marketing Cost Analysis, Product-Service Mix Control, Sales Control, Marketing Channel Control
17. Considerations in Marketing Control: Problems versus Symptoms, Effectiveness versus Efficiency, Data versus Information

Format

The course will be organized around short lectures, case analysis, in-class and online discussion and group presentations. These activities include doing all the assigned readings, finding and doing independent readings, and contributing to in-class and online discussions.

Class and online discussions will draw from assigned readings, supplemented with other material as and when necessary. A tentative outline of class activities is provided in this syllabus. I am open to your ideas on how the course may be made more exciting.

Evaluation Items

Your grade in the course will be based on your performance on the components below. Grading will be done on a 1000-point scale with letter grades assigned at 100 point breaks.

Physical Attendance, Class Participation and Online Participation (300 points)

You are expected to attend all the classes. While I understand your work related conflicts with the schedule of this course, I ask that you understand my responsibility to maintain academic integrity. You are expected to come prepared for every class. Class preparation requires reading the chapter from K&P book and articles assigned for each class.

Blackboard is an important component of this course. You are expected to login regularly and post to the discussion topics. Your postings enhance not only your own learning but also that of other participants of this course. The purpose of online discussions is to supplement the materials we cover in class every week. Articles for blackboard discussion are listed in pp.7-8 of this syllabus. I have selected articles from the latest issues of (marketing) practitioners oriented journals such as *Harvard Business Review*, *Sloan Management Review*, *Marketing Management*, *Academy of Management Executives*, *Electronic Markets*, *Business Horizons*, *Business Strategy Review*, *Brand Week* and *Beverage Industry*. You can download all the articles required for this course from the blackboard website (under *Course Documents*).

In the “Miscellaneous” forum of the blackboard, please feel free to post anything that contributes to our learning of *Strategic Marketing Management*.

Writing and Reviewing Essays on SMM in Real World Situation (200 points)

You are also required to post a 1000 word essay on one of the topics covered in the class. Your essay will deal with one of the *analytical processes* of *Strategic Marketing Management* (See K&P, p. 1) applied in a real world situation (e.g., *reformulation strategy of Microsoft; marketing channel strategy of Sony; promotional strategy of Bluetooth; etc.*). Please make every attempt to connect and integrate your essay with textbook material or articles covered in the class.

You are also required to review at least two of the essays written by other participants of this course. Please be constructive and provide a balanced review of your colleagues' essays. Your review will have three parts:

1. Strengths of the essay
2. Weaknesses of the essay
3. How the essay could have been improved

Your essay is due on February 18, 2004 and reviews of your colleagues' essays are due on March 3, 2004. I have created a forum on the blackboard for posting your essays.

Group Case Analysis and Presentation (250 points)*

Working in groups, you are required to analyze and present detailed reports on at least one case in class. Each group may plan on spending 30-45 minutes for presentation, followed by a 10-20 minute question and answer period. I expect your analysis to be thorough drawing on your expertise in accounting, finance, marketing, human resource and other areas. You may form your own groups (4-6 members in each group).

Each group will also submit a 10-page (double spaced) written analysis of the case to the instructor on the day of the presentation. Each member is also required to submit the "*Peer evaluation form*" no later than the following day of the presentation.

While there is no one "correct" approach to organizing a written case analysis, I expect you to adhere to the guidelines suggested in the textbook (see pp. 60-61 of K&P book). Also please read the "*Preparing a Written Case Analysis*" section in the Appendix (pp. 660-675).

Although specific groups will be assigned the "director's" role for each case, I expect that each member of the class will prepare adequately to participate in the case discussions. A tentative list of cases for group presentations is provided in the *COURSE SCHEDULE*. Cases and presentation dates are assigned to you on *first-come first-served* basis.

Final Group Project: Opportunity Evaluation in the Cellular Telecommunications Market (250 Points)*

Your final group project will focus on opportunity evaluation in the cellular telecommunications market (pp. 64-65 of K&P book). You may form your own group but the group size for this project will be smaller (2-3 members).

You will mainly focus on the qualitative phase of this process (opportunity evaluation). You can choose your unit of analysis as a country (e.g., the U.S., Japan, China, etc.); a region (e.g., North America, Asia, Europe) or the world from the perspective of a company in the cellular sector (e.g., Motorola, Nokia, Samsung, Ericsson).

Your report is expected to analyze the following elements of the *qualitative* phase of opportunity evaluation:

1. Competitive activity
2. Buyer requirements
3. Market demands and supplier sources
4. Social, political, economic, and technological forces
5. Organizational capabilities

Your analysis will be about 2,000 words in length and is required to include a table with the format of Exhibit 4.1 (p. 65, K&P). The paper must be typed (double-spaced). Please number your pages and make sure that your first page includes your names. The paper may be slightly longer (than 2000 words) if needed, but I encourage you to be as concise as possible. Please emphasize more on the *element 4*: Social, political, economic, and technological forces (about 40% of the paper). In your completed paper, you must cite **at least 10 sources** (books, journal articles, magazines, interviews, internet) and at least 5 of them are expected to be non-Internet sources. Your report is due on February 25, 2004.

Scoring System for the Final Grade

The following scoring system will be used for the final grade.

Score	Grade	Score	Grade
900 – 1000	A	700 – 799	C
800 – 899	B		

Note: In all of the above activities, you are expected to abide by the Honor Code, which includes the Academic Honesty Policy.

***Each member of the group should attest (with a signature) to the statement that “We have abided by the UNCG Academic Integrity Policy on this assignment” on a separate cover page of the report.**

TENTATIVE COURSE SCHEDULE

<i>Week</i>	<i>Date</i>	<i>Detail</i>	<i>Other Information</i>
1	January 14	<ul style="list-style-type: none"> • Getting to know each other • Introduction to Strategic Marketing Management • Article: A1: Are you sure you have a strategy? 	<ul style="list-style-type: none"> • Reference: Chapter 1, handouts
2	January 21	<ul style="list-style-type: none"> • Financial Aspects of Marketing Management • Article: Marketing Metrics • Case: Jones Blair Company • Presenter: Kshetri 	<ul style="list-style-type: none"> • Reference: Chapter 2
3	January 28	<ul style="list-style-type: none"> • Opportunity Analysis, Market Segmentation, and Market Targeting • Article: Feeding the Growth Strategy • Cases: <ol style="list-style-type: none"> 1. Camar Automotive Hoist (K&P) 2. Lowe's Companies Battling Home Depot (R&B) • Presenting group: TBA 	<ul style="list-style-type: none"> • Reference: Chapter 4
4	February 4	<ul style="list-style-type: none"> • Product and Service Strategy and Brand Management/ Integrated Marketing communications strategy and Management • Article: Brand equity dilution • Cases: <ol style="list-style-type: none"> 1. Proctor and Gamble, Inc. (K&P) 2. The O'Henry Hotel (R&B) 3. Replacement Ltd. (R&B) • Presenting group: TBA 	<ul style="list-style-type: none"> • Reference: Chapter 5-6
5	February 11	<ul style="list-style-type: none"> • Marketing channel strategy and management/Pricing Strategy and Management • Article: Mind your pricing cues • Cases: <ol style="list-style-type: none"> 1. Gateway, Inc. (K&P) 2. Texas Instruments: Global Pricing in the Semiconductor Industry (K&P) • Presenting group: TBA 	<ul style="list-style-type: none"> • Reference: Chapter 7-8
6	February 18	<ul style="list-style-type: none"> • Electronic Commerce and Marketing Strategy • Article: Determinants of the Global Diffusion of B2B E-commerce • Cases: <ol style="list-style-type: none"> 1. eBay's globalization strategy (K&P) 2. Web site blues (Harvard Business Review, Mar/Apr 1999. Vol. 77, Iss. 2; pp. 24-31)¹. • Presenting group: TBA 	<ul style="list-style-type: none"> • Reference: Handouts • Essay due
7	February 25	<ul style="list-style-type: none"> • Marketing Strategy Reformulation: The Control Process • Article: 2001: A view from the top CEO roundtable • Cases: <ol style="list-style-type: none"> 1. Affiniscape, Inc (K&P) 2. 3M Telecom Systems Division: Fibrlok Splice (K&P) • Presenting group: TBA 	<ul style="list-style-type: none"> • Reference: Chapter 9 • Group project due
8	March 3	<ul style="list-style-type: none"> • Discussion: Group project reports: Opportunity evaluation in the cellular telecommunications market • Course wrap up 	<ul style="list-style-type: none"> • Essay reviews due

¹ Available on the blackboard.

Details of articles for class and online discussions (All articles are available on the blackboard website) :

Week 1

1. Donald C Hambrick, James W Fredrickson (2001), "Are you sure you have a strategy?," *The Academy of Management Executive*. Nov 2001. Vol. 15, Iss. 4; pp. 48-59.

Week 2

1. Ambler, Tim (2000), "Marketing Metrics," *Business Strategy Review*, Summer, Vol. 11 Issue 2, pp. 59-66.

Week 3

Class

1. Day, George S. (2003), "Feeding the Growth Strategy," *Marketing Management*, Nov/Dec, Vol. 12 Issue 6, pp. 15-21.

Blackboard discussion

1. Chiagouris, Larry and Wansley, Brant (2003), "Start-up Marketing," *Marketing Management*; Sep/Oct, Vol. 12 Issue 5, pp. 38-43.
2. Ghemawat, Pankaj (2003), "The Forgotten Strategy," *Harvard Business Review*, November, Vol. 81 Issue 11, pp. 76-83.
3. Czinkota, Michael R. (2003), "The Cost of Free Trade: Moving out might not mean moving up for U.S. manufacturing," *Marketing Management*; Jul/Aug, Vol. 12 Issue 4, pp. 50-53.

Week 4

Class

1. Kevin Lane Keller, Sanjay Sood (2003), "Brand equity dilution," *MIT Sloan Management Review*, Fall 2003. Vol. 45, Iss. 1; pp. 12- 15.

Blackboard discussion

1. Don E Schultz, Heidi F Schultz (2000), "How to build a billion dollar business-to-business brand," *Marketing Management*, Vol. 9, Iss. 2; pp. 22-29.
2. Kshetri, Nir (2004), "The Virtuousness of going virtual: The brand equity approach," Working Paper, UNCG.
3. Heidi F Schultz, Don E Schultz (2001), "Why the sock puppet got sacked," *Marketing Management*. Vol. 10, Iss. 2; pp. 34-39.

Week 5

Class

1. Eric Anderson and Duncan Simester (2003) "Mind your pricing cues," *Harvard Business Review*, September, Vol. 81, Iss. 9; 96-103

Blackboard discussion

1. Nagle, Thomas T. (2002), "A tale of two price," *Marketing Management*; Nov/Dec, Vol. 11 Issue 6, pp. 27-28.
2. Adam J Fein, Sandy D Jap. (1999), "Manage consolidation in the distribution channel," *Sloan Management Review*, 41, 1, 61-72

Week 6

Class

1. Kshetri, Nir and Dholakia, Nikhilesh (2002), "Determinants of the Global Diffusion of B2B E-commerce," *Electronic Markets*, Vol. 12, Issue 2; pp. 120-129.

Blackboard discussion:

1. Avraham Shama (2001), "E-Coms and their marketing strategies," *Business Horizons*, Volume 44, Issue 5, September-October , Pages 14-20.

Week 7

Class

1. "2001: A view from the top CEO roundtable" *Beverage Industry*, December, Vol. 92, Iss. 12; pp. 20-23.

Blackboard discussion

1. Benezra, Karen and Khermouch, Gerry (1998), "Enough niche product, the cola giants strike back" *Brandweek*; 06/15/98, Vol. 39, Issue 24; p. S32.
2. Debra Jones Ringold (1988), "Consumer Response to Product Withdrawal: The Reformulation of Coca-Cola," *Psychology & Marketing*, Vol. 5, Iss. 3; p. 189-210.

Instructor information

Nir Kshetri is an Assistant professor at Bryan School of Business and Economics, University of North Carolina at Greensboro. Before joining Bryan, Nir taught and conducted research at Management School, Kathmandu University (Nepal), Management School, Lancaster University (U.K.) and University of Rhode Island (U.S.A). During 1997-99, Nir was also a consultant and a trainer for the Food and Agricultural Organization (FAO) of the United Nations, German Technical Cooperation (GTZ) and Agricultural Development Bank of Nepal.

Nir holds a Ph D in Business Administration from University of Rhode Island; an M.B.A. from Banaras Hindu University (India); and an M. Sc. (Mathematics) and an M. A. (Economics) from Tribhuvan University (Nepal). He also holds undergraduate degrees in Civil Engineering and Physics from Tribhuvan University.

Nir has published and presented over 30 academic articles, mainly in international marketing and global technology management areas. His works have been published or are forthcoming in journals such as *Electronic Markets*, *IEEE Software*, *Small Business Economics* and *Pacific Telecommunications Review*. He has also contributed chapters to several books including *Handbook of Information Security* (John Wiley & Sons, 2004), *The Internet Encyclopedia* (John Wiley & Sons, 2003); *Wireless Communications and Mobile Commerce* (Idea Group Publishing, 2003); *The Digital Challenges: Information Technology in the Development Context* (Ashgate Publishing, forthcoming); *Architectural Issues of Web-enabled Electronic Business* (Idea Group Publishing, 2003), *Internet Marketing* (2nd edition, Stuttgart, Germany: Schaeffer-Poeschel, 2001). During 1995-2000, Nir wrote articles for national newspapers of Nepal on issues related to Business and Economics. He has also coauthored three textbooks on Mathematics and Statistics.

Nir has presented his works at various national and international conferences. In April 2003, Nir was invited by *The Center for Research on Information Technology and Organizations* at the University of California, Irvine to deliver a talk on Global E-Business. In March 11-12, 2004, Nir is presenting his work on China's mobile commerce in University of Texas, Austin.

Nir's works have been featured in *Foreign Policy*, the prestigious international relations and public policy journal, published by the [Carnegie Endowment for International Peace](#) and in *Providence Journal*. Currently Nir ranks 8th among the most popular authors of the NetAcademy Universe (See <http://www.electronicmarkets.org/modules/pub/toplist.php/authors>).

Nir was the winner of the 2001 Association of Consumer Research/Sheth Foundation dissertation award. He also won the first place in the Pacific Telecommunication Council's Essay competition in 2001 and second place in the same competition in 2000.

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MBA 626.10: Strategic Marketing Management
Student Information Form

*Please return this form (preferably via email or digital drop box) by January 21, 2004.
The information provided in this sheet will be posted on the blackboard. If you want some
of the information to be confidential, please let me know.*

Your full name

The name you preferred to be called

Your hometown

Your telephone number

MBA courses you have taken

Other courses you are taking this semester

Your educational and career goal

Your significant work experience

Your five favorite companies

Other information you would like for other course participants to know about you

Other information you would like for me (*but not other course participants*) to know
about you