

**MKT 7010 (G01) (3 CH)**  
**MARKETING MANAGEMENT**  
**FALL 2021**

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**INSTRUCTOR**

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Office Location/Hours: Virtual office hours, by appointment  
Class time: Tuesday, 8.00-11.15 am, Winnipeg time

**COURSE DESCRIPTION**

This is the first marketing course in most MBA programs, and a required one with good reason. Regardless of the department you work in or your functional area of expertise, it is important that business professionals have a strong understanding of marketing, because every employee in the firm has a role to play in it. The below quote sums this up well:

*"Marketing is too important to be left to the marketing department."* – David Packard, Co-Founder of HP

Marketing is not limited to for-profit companies operating in competitive marketplaces. Even governments, Crown/public-sector corporations, not-for-profit organizations, and monopolies need marketing. The success or failure of any organization can often be attributed to its marketing decisions. By 'marketing', we are not referring to just advertising and sales, as you will learn in the first class itself.

In this course, you will not learn how to manipulate customers to buy (that's not what marketing is about), but rather how to satisfy your customers and other stakeholders – a concept that will be emphasized throughout the course. As nicely put by Peter Drucker, who is often referred to as the Father of Management, *"The objective of marketing is to make selling unnecessary."*

**COURSE OBJECTIVES**

This course is designed to introduce you to the discipline of marketing. While it won't make you an expert, this course will give you enough knowledge to understand marketing from both the organization's and the consumer's perspectives. From an MBA curriculum standpoint, it will provide you with the necessary foundation to comprehend material in any marketing electives you might take.

The major objectives of this course are to:

1. Help you understand the importance and role of marketing in business.
2. Introduce you to marketing concepts and the terminology used by marketers.
3. Develop your strategic thinking in a variety of marketing contexts.
4. Develop your analytical skills by examining case studies of marketing decision-making situations.
5. Give you experience in preparing a Marketing Plan and designing an advertisement for a product.

## COURSE FORMAT

Class format will be interactive to the extent permitted by technology. Class discussions and strategic thinking exercises will be central to this course. Discussions will be based not only on the book, but also from other sources.

The course will use the ‘flipped classroom’ concept, i.e., you will be responsible to learn most of the textbook content on your own. Lectures will be utilized only when required. We will use much of the classroom time to focus on clarifying the concepts, discussing applications of the concepts to marketing situations, and hearing guest speakers talk about how they do their marketing.

To build your marketing-related analytical abilities, we will discuss several case studies—decision-making situations faced by organizations. It is expected that you will come to class having thoroughly read the scheduled case, analyzed the situation, and having taken a shot at making a decision recommendation.

You will utilize all that you learned in the course in preparing a Marketing Plan and a commercial for a product you will be assigned.

For recording attendance and class participation, you will be expected to have your camera on. To get as close as possible to an in-person class experience, I would like you to keep your camera on for the duration of the class but will respect your preference not to do so if your physical surroundings are not suitable for that. However, your camera/mic are required to be on during exams.

All classes will be recorded and the video recordings are likely to be shared with other students in the class. The recordings will not be made available as a default and will be shared only with those students who miss class for a valid reason.

## TECHNOLOGICAL REQUIREMENTS AND ONLINE ACCESS

Classes will be “live” using Zoom during the scheduled class time and will not involve in-person instruction. The Zoom Meeting link is provided in the Announcements page of the UM Learn course.

As classes will be delivered synchronously via Zoom, a device enabled with a camera and microphone is required. Further, you are expected to be in a location with a reliable Internet connection that is strong enough for streaming video.

To join the class from your computer, install Zoom Client for Meetings from [zoom.us/download](https://zoom.us/download). To join from your smartphone, install the Zoom app. If you are unfamiliar with how to join a Zoom meeting, instructions are available [here](#).

For quizzes/exams, which will be administered via the Respondus Lockdown Browser, you will need a device (computer or iPad; note that smartphones and Chromebooks will not work) with one of the following operating systems:

- Windows 10 or 8 (note: will not work with Windows 10S)
- MacOS 11.1+ to 10.12
- iPad iOS: 11.0+ (will not work with other tablets)
- Memory: 2 GB RAM
- Hard Disk Space: 200 MB of free hard disk space for program files

You will need the Chrome browser. Other browsers such as Safari will not work.

## COURSE MATERIALS

1. Textbook: *Management, 14<sup>th</sup> Canadian Edition*, by Philip Kotler, Kevin Lane Keller, Subramanian Sivaramakrishnan, and Peggy Cunningham, 2013, Pearson Canada.
2. Cases (four available for purchase via Campus Bookstore, four available at no cost on *UM Learn*)

The textbook has 22 chapters and over 700 pages. Attempting to cover all the material in ten classes will cause information overload. Therefore, we will concentrate on only the most important aspects. "Kotler's Bible" (as the textbook is sometimes referred to) is a good marketing book to have for reference in your personal library due to its encyclopedic nature. I still have mine from my MBA student days!

## COURSE ASSESSMENT

Exam (Nov 2)	- 27 %
Case Quizzes (6 x 3%; best 6 of 7 scores)	- 18 %
Marketing Plan (group work; due Dec 7, 11.59 pm)	- 30 %
Commercial (group work; due Dec 10, 11.59 pm)	- 10 %
Class Participation	- 9 %
Completion of Class Participation peer evaluations	- 4 %
Completion of Commercial evaluations	- 1 %
Completion of group peer assessments	- 1 %

I will be using the below letter-grading scale. My grading scale may be higher than that in many other courses, but usually so also is the class average. In the event of a skewed distribution of grades at the end of the term, the cumulative marks may be curved up or down as necessary.

Cumulative Marks	Grade	GPA	Performance
93-100	A+	4.5	Excellent
87-92.99	A	4.0	Very Good
80-86.99	B+	3.5	Good
75-79.99	B	3.0	Satisfactory
70-74.99	C+	2.5	Marginal
65-69.99	C	2.0	Unsatisfactory
60-64.99	D	1.0	Unsatisfactory
Below 60	F	0.0	Unsatisfactory

**NOTE:** Class attendance is required. Missing more than 20% of this course (2 classes) due to unexcused absences may result in a failing grade. It is your responsibility to inform your professor in advance of your absence and the reason for it. Unexcused absences will result in loss of class participation marks. Informing the instructor that you will be absent in a particular class and he acknowledging is not considered an 'excused' absence.

Exam: The exam will be during class time and will utilize the university-approved Respondus Monitor camera-invigilation. The format and scope of the exam will be announced sufficiently in advance.

Case Quizzes: A short multiple-choice case quiz will be administered just before we begin discussing each case (except for the one on Sep 28). These quizzes will test you on facts provided in the case, not on the analysis. If you read the case thoroughly, you should be able to answer the questions. The best 6 of the 7 quiz scores will count toward the grade. As you can afford to miss one quiz, no makeup quizzes will be given, even in the case of excused absences. As the case quizzes are intended to make you read the case so that you can participate in the case discussion, your quiz score will be recorded as zero if you take the quiz but do not stay for the case discussion. We may occasionally need to postpone a case discussion to the following class, but will not postpone the case quiz.

Marketing Plan: For this, you will be assigned to a group. Your group will write a Marketing Plan for an assigned product. Details are provided on UM Learn and will be discussed in class. Submission of the Marketing Plan past the deadline will incur a 1-mark penalty for each day's delay.

Commercial: Your group will develop a commercial for the product and will then send the video to the instructor, who will then share all the groups' videos with the whole class. Everyone in the class will rate other groups' commercial, but not their own. The grade for the commercial will be based on the average of the instructor's rating and that from the class, weighted equally. There is also a 1% mark for completing your ratings of other groups' commercials; non-completion by the due date or rating your own commercial will be a zero. It is your responsibility to check your email (junk mail folder also) for the mail inviting you to do the ratings.

Class Participation: You will be graded based on the quality (and to a lesser extent, quantity) of your contribution to class discussions. Reading the corresponding chapter of the textbook and the assigned case before coming to class will help you participate effectively. Missing class will lower your class participation grade although you may have participated actively on other days. Likewise, attendance by itself will not earn you any points. You can have 100% attendance and still get a zero on class participation if you did not contribute to the class discussions. It is important that you attend class regularly, be attentive, and participate meaningfully in class discussions to get a good class participation grade. You are strongly encouraged to have your camera and mic on for recording class participation.

Class Participation Peer Evaluations: The 9% class participation grade will be based on the average of the instructor's evaluation of your contribution to the class discussions and that from the class, weighted equally. At the end of the each class, via an online evaluation form, you will be asked to distribute 100 points among your classmates to indicate the extent to which their contribution to the class discussion enhanced your learning in that day's class. It could be a comment, a question, an example, or a chat posting from a fellow student that enhanced your learning in class that day. Since the class participation grade is strictly for participation during class, if a classmate helped you understand a marketing concept outside of class, that shouldn't be considered while assigning points. You will earn 0.5 marks for doing the evaluations after each class for a maximum of 4 marks, which means you may miss up to 2 evaluation days. Under certain circumstances, your evaluations will be cancelled and you will earn zero for that day:

- assigning yourself points
- doing the evaluations for a class that you were absent
- thoughtless evaluations (e.g., simply dividing the 100 points equally across the entire class)
- biased evaluations (e.g., assigning points to a student who never participated in that day's class)

Group Peer Assessments: Teamwork requires putting in your share of work and also providing feedback to group members who aren't. For the Marketing Plan and Commercial, each group member's grade will be adjusted to reflect individual contribution through a confidential peer evaluation at the end of the term. You will have two days to complete the assessment. Completing them by the deadline will earn you 1%; non-completion will be a zero. It is your responsibility to check your email (junk mail folder also) for the peer assessment invitation mail. Please make sure you are a team-player throughout the term, and provide constructive feedback throughout the term, not just at the end.

*“Great things in business are never done by one person; they are done by a team of people.” – Steve Jobs*

### **IMPORTANT DATES**

First day of class	- Sep 21
Announcement of Marketing Plan groups	- Sep 28
Case Quiz	- Oct 5, Oct 12, Oct 19, Oct 26, Nov 16, Nov 23, Nov 30
Exam	- Nov 2
Fall term break (no class)	- Nov 9
Last day of class	- Nov 30
Marketing Plan due	- Dec 7
Commercial due	- Dec 10

### AACSB Assurance of Learning Goals and Objectives.

The Asper School of Business is proudly accredited by AACSB. Accreditation requires a process of continuous improvement for the School and our students. Part of "student improvement" is ensuring that students graduate with the knowledge and skills they need to succeed in their careers. To do so, the Asper School has set the learning goals and objectives listed below for the MBA Program. The checked goal(s) and objective(s) will be addressed in this course and done so by means of the items listed next to the checkmark.

	Goals and Objectives in the MBA Program	Goals and Objectives Addressed in Course	Course Item(s) Relevant to these Goals and Objectives
1	<b>Strategic Thinking</b> Students will think critically and creatively about solutions to organizational problems, considering short-term and long-term goals, resources, risks, and opportunities.		
	Students are able to identify situations where strategic thinking is necessary.	✓	Case discussions and Marketing Plan
	Students are able to identify different strategies.	✓	Case discussions and Marketing Plan
	Students are able to perform a basic strategic analysis.	✓	Case discussions and Marketing Plan
	Students are able to recommend strategic alternatives and their implementations.	✓	Case discussions and Marketing Plan
2	<b>Global Perspective</b> Students will adopt a global mindset in considering organizational decisions.		
	Students have an awareness of global diversity, and multicultural awareness.	✓	Throughout course
	Students have an awareness of different global perspectives.	✓	Throughout course
	Students have been exposed to global business environments through course materials		
3	<b>Ethical Mindset</b> Students will consider ethical and moral issues when analyzing and recommending solutions to organizational problems.		
	Students demonstrate an understanding of the responsibility of business in society.		
	Students demonstrate an understanding of ethical decision making.	✓	Case discussions
	Students demonstrate moral development in ethical decision making.		
	Students demonstrate an understanding of the responsibilities of a leader's role as it relates to ethics.	✓	Case discussions
4	<b>Quantitative and Financial Proficiency</b> Students will demonstrate the ability to approach organizational issues using quantitative and financial analysis.		
	Students are able to identify that a problem containing a quantitative aspect exists.	✓	Case discussions and Marketing Plan
	Students are able to apply financial methodologies in the answering of business questions.	✓	Case discussions and Marketing Plan
	Students are able to demonstrate a basic financial proficiency in understanding the role and flow of money in an organization.		
	Students are able to interpret the results of a financial analysis.		

## TENTATIVE CLASS SCHEDULE

(Exam not tentative)

Sep 21	Course Introduction Topic: Introduction to Marketing (Ch 1)
Sep 28	Topics: Marketing Research (Ch 3-4); Financial Aspects of Marketing Case: <i>Gentlemen Today</i>
Oct 5	Topic: Consumer Behavior (Ch 5-7) Case: <i>Eureka Forbes in India</i>
Oct 12	Topic: Marketing Segmentation, Targeting, and Positioning (Ch 8, 10) Case: <i>California Foods Corporation</i>
Oct 19	Topic: Product Management (Ch 11-12) Case: <i>Kookaburra Cricket Bats: Dealing with Cannibalization</i>
Oct 26	Topic: Branding, Brand Equity, and Competitive Advantage (Ch 9) Case: <i>The Healthy Living Centre: How to Brand?</i>
Nov 2	<b>Exam</b> Topic: Services Marketing (Ch 13)
Nov 9	<b>No class (Fall Term Break)</b>
Nov 16	Topic: Distribution Management (Ch 15-16) Case: <i>Bolster Electronics: Dealing with Dealer Demands</i>
Nov 23	Topic: Price Management (Ch 14) Case: <i>Fraser Company</i>
Nov 30	Topic: Promotion Management (Ch 17-19); Wrap-up Case: <i>Paul Frank and Native American Stereotypes: A Case of Misappropriation</i>
Dec 7	<b>Marketing Plan due</b>
Dec 10	<b>Commercial due</b>



## STUDENT SERVICES AND SUPPORTS

The University of Manitoba provides many different services that can enhance learning and provide support for a variety of academic and personal concerns. You are encouraged to visit the below websites to learn more about these services and supports. If you have any questions or concerns, please do not hesitate to contact your instructor or the Graduate Program Office.

For Information on...	...follow this link
Course Outlines, Year-at-a-Glance, Concentrations, Textbooks, VW Dates and Final Exams	<a href="#">MBA Course Information</a>
Exam Rescheduling Policy - <i>Please refer to Missing a Test/Exam on page 18 of the MBA Student Handbook</i>	<a href="#">MBA Student Handbook</a>
Help with research needs such as books, journals, sources of data, how to cite, and writing	<a href="#">Library Resources</a>
Tutors, workshops, and resources to help you improve your learning, writing, time management, and test-taking skills	<a href="#">Writing and Learning Support</a>
Support and advocacy for students with disabilities to help them in their academic work and progress	<a href="#">Student Accessibility Services</a>
Copyright-related questions and resources to help you avoid plagiarism or intellectual property violations	<a href="#">Copyright Office</a>
Student discipline bylaws, policies and procedures on academic integrity and misconduct, appeal procedures	<a href="#">Academic Integrity</a>
Policies & procedures with respect to student discipline or misconduct, including academic integrity violations	<a href="#">Student Discipline</a>
Students' rights & responsibilities, policies & procedures, and support services for academic or discipline concerns	<a href="#">Student Advocacy</a>
Your rights and responsibilities as a student, in both academic and non-academic contexts	<a href="#">Your rights and responsibilities</a>
Full range of medical services for any physical or mental health issues	<a href="#">University Health Service</a>
Information on health topics, including physical/mental health, alcohol/substance use harms, and sexual assault	<a href="#">Health and Wellness</a>
Any aspect of mental health, including anxiety, stress, depression, help with relationships or other life concerns, crisis services, and counselling.	<a href="#">Student Counselling Centre</a>
Support services available for help regarding any aspect of student and campus life, especially safety issues	<a href="#">Student Support Case Management</a>
Resources available on campus, for environmental, mental, physical, socio-cultural, and spiritual well-being	<a href="#">Live Well @ UofM</a>
Help with any concerns of harassment, discrimination, or sexual assault	<a href="#">Respectful Work and Learning Environment</a>
Concerns involving violence or threats, protocols for reporting, and how the university addresses them	<a href="#">Violent or Threatening Behaviour</a>



## ACADEMIC INTEGRITY

I.H. Asper School of Business, The University of Manitoba

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It is critical to the reputation of the I. H. Asper School of Business and of our degrees that everyone associated with our faculty behaves with the highest academic integrity. As the faculty that helps create business and government leaders, we have a special obligation to ensure that our ethical standards are beyond reproach. Any misconduct in our academic transactions violates this trust. The University of Manitoba Graduate Calendar addresses the issue of academic misconduct under the heading "Plagiarism and Cheating." Specifically, acts of academic misconduct include, but are not limited to:

- using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words
- duplicating a table, graph or diagram, in whole or in part, without referencing the source
- paraphrasing the conceptual framework, research design, interpretation, or any other ideas of another person, whether written or verbal (e.g., personal communications, ideas from a verbal presentation) without referencing the source
- copying the answers of another student in any test, examination, or take-home assignment
- providing answers to another student in any test, examination, or take-home assignment
- taking any unauthorized materials into an examination or term test (crib notes)
- impersonating another student or allowing another person to impersonate oneself for the purpose of submitting academic work or writing any test or examination
- stealing or mutilating library materials
- accessing tests prior to the time and date of the sitting
- changing name or answer(s) on a test after that test has been graded and returned
- submitting the same paper or portions thereof for more than one assignment, without discussions with the instructors involved.

Many courses in the I. H. Asper School of Business require group projects. Students should be aware that group projects are subject to the same rules regarding academic misconduct. Because of the unique nature of group projects, all group members must exercise extraordinary care to insure that the group project does not violate the policy on Academic Integrity. Should a violation occur on a group project, all group members will be held jointly accountable, no matter what their individual level of involvement in the specific violation.

Some courses, while not requiring group projects, encourage students to work together in groups (or at least do not prohibit it) before submitting individual assignments. Students are encouraged to discuss this issue as it relates to academic integrity with their instructor to avoid violating this policy.

In the I. H. Asper School of Business, all suspected cases of academic misconduct involving a graduate student (i.e. MBA, MFin, MSCM, MSc or PhD student) will be reported directly by the instructor to the Dean of the Faculty of Graduate Studies.

## FACULTY BIOGRAPHY

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I.H. Asper School of Business, The University of Manitoba

### **Subbu Sivaramakrishnan**

Department of Marketing / Dean's Office

I. H. Asper School of Business

Subbu is an Associate Professor of Marketing and Associate Dean at the Asper School. He has a B.Sc. in Mathematics and an MBA from India, where he also worked as a management information analyst before getting a Ph.D. in Marketing from Penn State University. Prior to coming to Winnipeg, Subbu taught at the University of Arkansas at Pine Bluff.

At the Asper School, Subbu has taught at the Undergraduate, MBA, Ph.D. and Executive Education levels. Recent courses he has taught are Contemporary Themes in Business (MBA), Fundamentals of Marketing and Consumer Behaviour (UG), and Organization Branding (Exec Ed). Subbu has also taught courses in the US, Spain, Taiwan, Singapore, and India. He has co-authored four marketing textbooks, two Canadian editions each of *Marketing Management* (with Philip Kotler) and *Marketing Research Essentials*.

Subbu's research is in the area of consumer behavior. His publications have appeared in the Journal of Business Research, International Journal of Research in Marketing, Journal of International Consumer Marketing, International Journal of Knowledge Management, Journal of Product & Brand Management, Journal of Interactive Marketing, and Journal of Strategic Marketing.

Besides academic work, Subbu has conducted marketing research studies for a number of organizations including the Canadian Museum for Human Rights, Labatt Breweries, MTS, MB Hydro, WAG, RWB, Investors Group, Manitoba Museum, Red River Ex, and UofM.

Subbu is married to a public school teacher and has two kids and a bear pretending to be a dog. He enjoys photography and is a compulsive singer (Bollywood and Kollywood songs), much to the annoyance of his wife and kids who often have to beg him to shut up!