

MKT 7010 (Go1) (3 CH)
MARKETING MANAGEMENT
WINTER 2022

INSTRUCTOR

Name: Subramanian "Subbu" Sivaramakrishnan
Phone: +1-204-474-8437
Email: Subbu.S@umanitoba.ca
Office Location/Hours: Virtual office hours, by appointment (same Zoom link as for class)
Class time: Thursday, 6.15-9.30 pm

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 so that you don't have to persuade them to become your repeat customers – a concept that will be emphasized throughout the course. As nicely put by Peter Drucker, *"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, it 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.

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	Strategic Thinking 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	Global Perspective 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	Ethical Mindset 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.	✓	Throughout course
	Students demonstrate an understanding of ethical decision making.	✓	Throughout course
	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	Quantitative and Financial Proficiency 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.		

COURSE FORMAT AND HEALTH & SAFETY PROTOCOL

The course will be remotely-taught until February 17 and in-person thereafter, unless there's a different directive from the university or the government. For the in-person part of the course, we will observe the health-related protocol mandated by the university. Please check the [COVID-19 Updates](#) webpage of the university and the [COVID-19 health and safety protocols](#) to know what is expected of you when you return to campus. Also see the university's COVID-19 health & safety protocol provided later in this course outline.

Class format will be highly interactive. 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.

During the remote-taught classes, 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.

The remote-taught 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. There will be no recording of in-person classes.

TECHNOLOGICAL REQUIREMENTS AND ONLINE ACCESS (until Feb 17)

Until Feb 17, classes will be taught "live" using Zoom during the scheduled class time. The Zoom Meeting link is provided in the Announcements page of the *UM Learn* course.

As the remote-taught 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. To join from your smartphone, install the Zoom app. If you are unfamiliar with how to join a Zoom meeting, instructions are available [here](#).

The Exam is scheduled to be in-person. However, in the event the university decides to stay online for the whole term, the exam will be administered remotely via the Respondus Lockdown Browser, for which

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, 14th Canadian Edition*, by Philip Kotler, Kevin Lane Keller, Subramanian Sivaramakrishnan, and Peggy Cunningham, 2013, Pearson Canada.
2. Cases (two available for purchase by following this [link](#), five 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 focus on only the most important aspects.

COURSE ASSESSMENT

Case Quizzes (6 x 3%; best 6 of 7 scores)	- 18 %
Exam (Mar 17)	- 35 %
Marketing Plan (group work; due Apr 16, 11.59 pm)	- 35 %
Commercial (group work; due Apr 19, 11.59 pm)	- 10 %
Completion of Commercial Evaluations	- 1 %
Completion of Group Peer Assessments	- 1 %

I will be using the below letter-grading scale. 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
92-100	A+	4.5	Excellent
86-91.99	A	4.0	Very Good
80-85.99	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. Informing the instructor that you will be absent in a particular class and he acknowledging having received the information is not considered an 'excused' absence.

Exam: The exam will be during class time. In the event, we remain with remote-teaching, the university-approved Respondus Monitor camera-invigilation will be utilized. 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. 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 are able to contribute to 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. The instructor will then share all the groups' commercials with the whole class. Everyone in the class will rate other groups' commercials, 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.

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	- Jan 27
Announcement of Marketing Plan groups	- Feb 3
Case Quiz	- Feb 3, Feb 10, Feb 17, Mar 3, Mar 10, Mar 24, Mar 31
Winter Term Break (no class)	- Feb 24
In-person classes begin	- Mar 3
Exam	- Mar 17
Last day of class	- Apr 7
Marketing Plan due	- Apr 16
Commercial due	- Apr 19

TENTATIVE CLASS SCHEDULE

(Exam and case quizzes not tentative)

Jan 27	Course Introduction Topic: Introduction to Marketing (Ch 1)
Feb 3	Topics: Marketing Research (Ch 3-4) Case/Quiz: <i>Gentlemen Today</i>
Feb 10	Topic: Consumer Behavior (Ch 5-7) Case/Quiz: <i>Eureka Forbes in India</i>
Feb 17	Topic: Marketing Segmentation, Targeting, and Positioning (Ch 8, 10) Case/Quiz: <i>California Foods Corporation</i>
Feb 24	No class (Fall Term Break)
Mar 3	Topic: Product Management (Ch 11-12) Case/Quiz: <i>The Tata Nano: The People's Car</i>
Mar 10	Topic: Branding, Brand Equity, and Competitive Advantage (Ch 9) Case/Quiz: <i>Sprited Energy Campaign</i>
Mar 17	Exam Topic: Services Marketing (Ch 13)
Mar 24	Topic: Distribution Management (Ch 15-16) Case/Quiz: <i>Bolster Electronics: Dealing with Dealer Demands</i>
Mar 31	Topic: Price Management (Ch 14) Case/Quiz: <i>Fraser Company</i>
Apr 7	Topic: Promotion Management (Ch 17-19); Wrap-up
Apr 16	Marketing Plan due
Apr 19	Commercial due

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

ACADEMIC INTEGRITY POLICY

The Asper School's academic integrity standards are the same for both the remote-taught and in-person parts of the course.

Academic integrity is critical to the reputation of the Asper School of Business and for the degrees we award. As the Faculty that helps create business and government leaders, we have a special obligation to ensure that our ethical standards are beyond reproach. Therefore, the Asper School takes academic misconduct very seriously and does what it takes to uphold the highest academic integrity standards. You can find information on what constitutes academic misconduct on the University of Manitoba's [Academic Integrity webpage](#). It is your responsibility to educate yourself on what's acceptable and what's not. Ignorance is no excuse. When in doubt, talk to your instructor.

Examples of academic misconduct include, but are not limited to:

- using the exact words from a published or unpublished source without quotation marks and without referencing that source both in-text and in the Bibliography
- reproducing a table, graph, or diagram, in whole or in part, without referencing the source
- paraphrasing someone else's words without referencing the source both in-text and in the Bibliography
- using a paper (or parts of it) that was submitted in one course for an assignment in another course, without discussion with both the instructors involved
- getting your assignment done by someone else, either for payment or otherwise
- using material available on file-sharing sites such as Course Hero, Chegg, etc. Uploading material to such sites also constitutes academic misconduct depending on what is shared.
- copying the answers of another student in any exam or assignment
- providing exam answers or assignments to other students via any medium or obtaining them from other students or websites
- taking any unauthorized materials into an examination (crib notes), regardless of whether those are used during the exam
- recording exam questions using any method, regardless of whether those are shared with others
- sharing exam questions with those who are yet to take the exam, including future students or attempting to sell exam questions
- impersonating another student or getting another person to impersonate you for the purpose of attendance, earning class participation marks, submitting academic work, or writing an exam
- changing any part of test answers after that test has been graded and returned

Group Projects and Group Work

Many courses in the Asper School require group projects. All group members should exercise special care to ensure that the group project is free from plagiarism. Should a violation occur, group members are jointly accountable. Some adjustment of disciplinary action may be made if the violation can be attributed to specific individuals in the group.

Some courses, while not requiring group projects, encourage students to work together in groups before submitting individual assignments. If it's unclear whether it is allowed, students are encouraged to seek clarification from the instructor to avoid violating the academic integrity 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

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 of Undergraduate and International Programs 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 Marketing Management (MBA), Contemporary Themes in Business (MBA), Fundamentals of Marketing and Consumer Behaviour (UG), and The Organization Brand (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, Winnipeg Art Gallery, Royal Winnipeg Ballet, Investors Group, Manitoba Museum, Red River EX, and UofM.

Subbu is married to a public school teacher and has two kids and a bear that pretends 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 plug their ears!

UNIVERSITY OF MANITOBA COVID-19 HEALTH & SAFETY POLICY

January 19, 2022

The University of Manitoba (the “UM”) is committed to maintaining a safe learning environment for all students, faculty, and staff. Should campus operations change because of health concerns related to the COVID-19 pandemic or other campus-wide emergency, it is possible that this course will move to a fully remote delivery format. Should the instructor be required to stay at home for an extended period and an alternate instructor is not available, the course may move temporarily to a remote delivery format.

PPE and Mask Wearing

In a face-to-face environment, our commitment to safety requires students to observe all physical distancing (2m) and personal protective equipment (PPE) guidelines set by the University (<https://umanitoba.ca/coronavirus>)

While on campus and in class, you must wear PPE (Personal Protective Equipment) as stipulated in current [University policies, procedures, and guidelines](#). Students who fail to comply are subject to disciplinary action in accordance with the [Student Discipline Bylaw](#) and the [Non-Academic Misconduct and Concerning Behaviour Procedure](#).

Medical-grade 3-ply masks are available at many locations on campus, including specific classroom locations, designated by your unit, the Elizabeth Dafoe Library (Fort Garry Campus) and the Brodie Centre main doors (Bannatyne Campus). Additional PPE, if necessary for a specific learning environment, will be provided to you by the teaching unit.

If you do not follow masking and other requirements, you will be asked to leave the learning space and may only return to the class already in progress when you have complied with these requirements. Repeated issues will result in disciplinary action as previously noted.

Students should not eat or drink during in-person class time.

Illness

Remember: **STAY HOME IF YOU HAVE SYMPTOMS OR ARE ILL**. If you become sick or are required to self-isolate, you should notify your instructor by email so you can develop a plan to complete the course learning outcomes while you are absent.

If you have symptoms, do not come to campus or any UM facilities. Complete the [self-assessment](#) on the Manitoba Public Health site and follow the guidelines, which may include booking a COVID-19 test.

What to do if you become ill while at UM:

1. Leave the classroom, lab, or workspace immediately. Continue to wear your mask while leaving the premises and/or while waiting for transportation.
2. Perform hand hygiene (soap and water or hand sanitizer) and avoid contact with others, and minimize contact with the physical environment.

3. Once at home, complete the [MB self-assessment](#) and follow the directions that are provided.
4. Inform your instructor(s) or, if in residence, the appropriate individual.
5. You must remain off-campus and all UM facilities until cleared to return in accordance with self-assessment, testing results, or MB Health requirements.

Recommended transportation options (in order):

1. Drive yourself home.
2. Pick-up by family or friend – remember to keep your mask on and to distance as much as possible, and where possible, open a window to improve ventilation.
3. Pickup by taxi/Uber:
 - Remain masked and perform hand hygiene before entering the vehicle.
 - Avoid touching the inside of the vehicle
 - Keep your mask on for the duration of the ride
 - Where possible, open a window to improve ventilation.
4. Winnipeg Transit buses - Winnipeg Transit has indicated that individuals that are ill **must not use Transit**.