



MKT 5311 CRN 27760 – MBA HYBRID – SP 2021
MARKETING MANAGEMENT

Professor: Dr. Fernando R. Jiménez
Zoom Meetings: Tuesdays 7:30 PM – 9:00 PM; Saturdays 10:30 AM – 12:00 PM
Zoom Info: ID: 885 6314 7934 Passcode: GOMINERS1
<https://utep-edu.zoom.us/j/88563147934?pwd=NIUyNjFaMVZNeUFGSkpONm9yTXpNdz09>

Virtual Office Hours: TR 1:00 – 2:00 PM or by appointment on Blackboard
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Course Description

Analysis of policy formulation by marketing management with special emphasis on the influence of internal and external environment factors that affect the competitive strategies of a marketing firm. This class will provide you with an overview of the marketing management process and will introduce you to marketing management decisions.

Course learning objectives

Objective	Level	Activities	Assessment Tool
1. Acquire marketing jargon.	Knowledge	Readings	Quiz, Exam
2. Understand the role of marketing in the organization and its relation to other functional areas.	Comprehension	Readings Individual Assignments	Assignments Exam
3. Examine and interpret information used by marketing managers in decision-making.	Application Analysis	Readings Individual and Team Assignments	Assignments Exam
4. Ability to transfer knowledge for decision-making.	Synthesis Evaluation	Team Assignments	Assignments Exam

Grading

Readings and Quizzes	100 points	A = 360 points or higher
Individual Assignments	100 points	B = 320 points or higher
Team Assignments	100 points	C= 280 points or higher
Final Exam	100 points	D= 240 points or higher
		F = less than 240 points
TOTAL	400 points	





Recommended books (a textbook is not required):

- a. Kotler and Keller (2012) Marketing Management 14th ed. Pearson.
- b. Best, Roger J. (2012) Market-Based Management. 6th ed. Prentice Hall.
- c. Capone, Noel (2014) Capone's Marketing Framework, Wessex.

Readings and Quizzes

The instructor will assign weekly readings. Students must complete readings and answer a quiz prior to the class session. A textbook is not required, but students are encouraged to acquire a textbook for future reference. Course readings include academic journal articles and articles from business magazines. A reading list for this course appears at the end of this document. Readings are available through the UTEP online library and Google Scholar. Students may need VPN access to download articles off campus. If you need help to access the readings, contact the library (747-5643) or the IT Help Desk (747-4357).

The quizzes will test students' understanding of the readings. Quizzes may include a combination of multiple choice and open-ended questions. The instructor will post quizzes on Blackboard. Students must complete assigned quizzes before class. Late submissions may be accepted in extraordinary circumstances. Late submissions may incur a penalty, however.

Individual Assignments

Individual assignments consist of essays about selected topics. The instructor will post questions and prompts to guide students' essays. The essays should not be written as Q&A or bullet points. Instead, essays should tell a story. Imagine you are writing an article in a magazine addressing the questions.

Submission: Essays must be submitted via Blackboard before the due date. Late submissions via email will be accepted in exceptional cases (with a penalty).

Format: MS Word. Times New Roman Font 12, single-spaced. Include name and date.

Length: Essays must not exceed one page.

Note: Submissions that do not follow format and length requirements will be penalized.

Each essay is worth 10 points. Check the class schedule at the end of this document for due dates. Submission does not guarantee full credit.

Rubric

- 1) The student answers the questions in the required format (e.g., essay, storytelling).
- 2) The student demonstrates an understanding of the main point of the articles.
- 3) The student can compare and contrast the articles.
- 4) The student can provide examples of applications of the article to a current business situation.
- 5) The paper complies with formatting, length, and submission deadline.



Note: Some readings may include statistical analysis, equations, and research methodology. Students can skip the methodology and analysis sections and only focus on the introduction (at the beginning) and managerial implications (at the end).

Team Assignments

Each class meeting, students will work in teams on a given assignment. All team assignments must be completed in class. No make-up team assignments will be available. At each meeting, the instructor will provide an assignment and assign teams. Assignments will be based on the readings. Students will work in different teams every class. Before starting an assignment, teams will select a team coordinator. The team coordinator will send the teamwork document to the professor by email at frjimenezarevalo@utep.edu.

Email format

Email subject: Include the course name and date

CC: Copy all members in your team

Email body: Start with a greeting and specify the purpose of the email. Include in the email all team members' names.

Attachments: Documents must include the full name of all team members.

The professor will randomly select teams to present their work to the class. Each team assignment is worth 10 points.

Final Exam

The final exam is comprehensive and worth 100 points. The final exam will include a combination of multiple choice and open-ended questions. Students will take the final exam during class time. Lockdown browser and monitor will be required. More information at: https://www.utep.edu/technologysupport/ServiceCatalog/BB_Tool_RespondusLockdown.html

Tech support Respondus and Monitor: Contact UTEP's IT Helpdesk

<https://www.utep.edu/technologysupport/> or call 915-747-4357

Special Accommodations for students

If you need classroom accommodations, please contact The Center for Accommodations and Support Services (CASS) at 747-5148, or by email to cass@utep.edu, or visit their office located in UTEP Union East, Room 106. For additional information, please visit the CASS website at www.sa.utep.edu/cass.

Academic Dishonesty

Academic dishonesty is an assault upon the basic integrity and meaning of a University. Cheating, plagiarism, and collusion in dishonest activities are serious acts which erode the University's educational and research roles and cheapen the learning experience not only for the perpetrators, but also for the entire community. It is expected that UTEP students will understand and subscribe to the ideal of academic integrity and that they will be willing to bear individual



responsibility for their work. Materials (written or otherwise) submitted to fulfill academic requirements must represent a student's own efforts. Do not write a name of a student who was not present for teamwork. Any act of academic dishonesty attempted by a UTEP student is unacceptable and will not be tolerated. Violations will be referred to the Dean of Students Office for disciplinary action. Students may be suspended or expelled from UTEP for such actions. For more information visit: <http://sa.utep.edu/osccr/>

The Faculty Senate, recommended the following list of student services:

Student Counseling Center: <http://sa.utep.edu/counsel/>; (915) 747-5302
202 Union West; walk-ins encouraged

Student Health Center: <http://chs.utep.edu/health/>; (915) 747-5624
Many services free to students paid for through student health fee

Center for Accommodations and Support Services: <http://sa.utep.edu/cass>
106 Union East; (915) 747-5148
For disability accommodations

Student Engagement and Leadership Center: <http://sa.utep.edu/selc>
106 Union West; (915) 747-5670
Includes study space with workstations; family friendly room with lactation space

Career Center: <http://sa.utep.edu/careers>; 103 Union West; (915) 747-5640

Minetracker: <https://minetracker.utep.edu/> Events, news, and organizations

Tentative Schedule

Session 1. Intro to Marketing / Tuesday, April 6 Time: 7:30 PM – 9:00 PM

Readings, quizzes, and individual assignments are due prior to the meeting.

Readings:

- Jones and Monieson (1990), "Early Development of the Philosophy of Marketing Thought," *Journal of Marketing*, 54 (January), 102-113.
- Wilkie and Moore (2003), "Scholarly Research in Marketing: Exploring the "4 Eras" of Thought Development," *Journal of Public Policy & Marketing*, 22 (Fall), 116-146.

Quiz: Blackboard

Individual assignment: In essay-style (story telling), answer the following questions:

- 1) What is the origin of marketing as an academic discipline?
- 2) What is marketing?
- 3) The Marketing discipline was created to help managers solve problems. Discuss several problems marketers deal with.
- 4) Why is marketing important for an organization?



Session 2. Intro to Marketing Management / Saturday, April 10 Time: 10:30 AM – 12:00 PM

Readings, quizzes, and individual assignments are due prior to the meeting.

Readings:

- Best, Roger (2012). Chapter i Introduction to Marketing and Market-Based Management. http://www.rogerjbest.com/img/introductory_chapter.pdf

Quiz: Blackboard

Individual assignment: In an essay-style (story telling), answer the following questions:

- 1) Choose a company and describe the following:
 - a) Target market
 - b) Positioning
 - c) Value proposition
 - d) Elements of the Marketing Mix

Session 3. Market Orientation / Tuesday, April 13 Time: 7:30 PM – 9:00 PM

Readings, quizzes, and individual assignments are due prior to the meeting.

Readings:

- Narver and Slater (1994), “Market Orientation, Customer Value, and Superior Performance,” *Business Horizons*, March-April, 22-28.
- Kohli and Jaworski (1993), “Market Orientation: Antecedents and Consequences,” *Journal of Marketing*, 57 (July), 53-70.
- Kirca, Jayachandran, and Bearden (2005), “Market Orientation: A Meta-Analytic Review and Assessment of Its Antecedents and Impact on Performance,” *Journal of Marketing*, 69 (April), 24-41.

Quiz: Blackboard

Individual assignment: In essay-style (story telling), answer the following questions:

- 1) Compare and contrast the three articles. What do the articles have in common and how are the articles different?
- 2) According to the readings, what elements (policies, actions, processes) are needed to implement a market orientation in an organization?
- 3) Provide an example of a company that has implemented a market orientation. Discuss the elements (policies, actions, processes). Be specific.



Session 4. Competitive Advantage / Saturday, April 17 Time: 10:30 AM – 12:00 PM

Readings, quizzes, and individual assignments are due prior to the meeting.

Readings:

- Porter, Michael E. (2008), “The Five Competitive Forces that Shape Strategy,” Harvard Business Review, January, 78-93.
- Barney, Jay (1991), “Firm Resources and Sustained Competitive Advantage,” Journal of Management, 17 (1), 99-120.
- Hunt, Shelby D. and Robert M. Morgan (1995), “The Comparative Theory of Competition,” Journal of Marketing, 59 (April), 1-15.

Quiz: Blackboard

Individual assignment: In an essay-style (story telling), answer the following questions:

- 1) Compare and contrast each author’s perspective. That is, according to each author, how can firms achieve a position of competitive advantage and obtain superior financial performance?
- 2) How can the marketing function help companies achieve a position of competitive advantage and obtain superior financial performance

Session 5. Segmentation / Tuesday, April 20 Time: 7:30 PM – 9:00 PM

Readings, quizzes, and individual assignments are due prior to the meeting.

Readings:

- Yankelovich and Meer (2006), “Rediscovering Market Segmentation,” Harvard Business Review, February, 122-131.
- Christensen, Berstell, and Nitterhouse (2007), “Finding the Right Job for Your Product,” MIT Sloan Management Review, 48 (Spring), 38-47.

Quiz: Blackboard

Individual assignment: In essay-style (story telling), answer the following questions:

- 1) Compare and contrast the articles. What is segmentation for each author? What are the recommendations each author provides for managers? What do they have in common, how are they different?
- 2) Choose a company and explain how the company segments the market.



Session 6. Branding / Saturday, April 24 Time: 10:30 AM – 12:00 PM

Readings, quizzes, and individual assignments are due prior to the meeting.

Readings:

- Akerlof, George A. (1970), “The Market for Lemons: Quality Uncertainty and the Market Mechanism,” *The Quarterly of Journal of Economics*, 84 (3), 488-500.
- Park, Ji Kyung and Deborah Roedder John (2010), “Got to Get You into My Life: Do Brand Personalities Rub Off on Consumers?” *Journal of Consumer Research*, 37 (4), 655 – 669.
- Chernev, Alexander, Ryan Hamilton, and David Gal (2011), “Competing for Consumer Identity: Limits to Self-Expression and the Perils of Lifestyle Branding,” *Journal of Marketing*, 75 (May), 66-82.

Quiz: Blackboard

Individual assignment: In essay-style (story telling), answer the following questions:

- 1) Each author explains: why are brands valuable to consumers in the marketplace? Compare and contrast authors’ perspectives.
- 2) Which perspective do you agree with? Provide examples to justify your answer.

Session 7. Innovation / Tuesday, April 27 Time: 7:30 PM – 9:00 PM

Readings, quizzes, and individual assignments are due prior to the meeting.

Readings:

- Van de Ven, Andrew (1986), “Central Problems in the Management of Innovation,” *Management Science*, 32 (May), 590-607.
- Prahalad C. K. and Richard A. Bettis (1986), “The Dominant Logic: A New Linkage between Diversity and Performance,” *Strategic Management Journal*, 7 (6), 485-501.
- Tellis, Gerard J., Jaideep C. Prabhu, and Rajesh K. Chandy (2009), “Radical Innovation Across Nations: The Preeminence of Corporate Culture,” *Journal of Marketing*, 73 (January), 3-23.
- Mohan, Mayoor, Kevin E. Voss, and Fernando R. Jiménez (2017), “Managerial Disposition and Front-End Innovation Success,” *Journal of Business Research*, 70 (January), 193-201.

Quiz: Blackboard

Individual assignment: In an essay-style (story telling), answer the following questions:

- 1) According to each of the following authors, which factors help or hinder innovation?
- 2) What is the role of the marketing department in innovation?
- 3) What managerial recommendations do the articles offer?



Session 8. Distribution / Saturday, May 1 Time: 10:30 AM – 12:00 PM

Readings, quizzes, and individual assignments are due prior to the meeting.

Readings:

- Williamson, Oliver E. (1981), “The Economics of Organizations: The Transaction Cost Approach,” *American Journal of Sociology*, 87 (3), 548-577.
- Morgan, Robert M. and Shelby D. Hunt (1994), “The Commitment-Trust Theory of Relationship Marketing,” 58 (July), 20-38.
- Dyer, Jeffrey H. and Harbir Singh (1998), “The Relational View: Cooperative Strategy and Sources of Interorganizational Competitive Advantage,” *The Academy of Management Review*, 23 (4), 660 -679.

Quiz: Blackboard

Individual assignment: In an essay-style (story telling), answer the following questions:

- 1) Provide an example of a business partnership between two companies that has been successful. Explain the key factors of success.
- 2) Provide an example of a business partnership between two companies that failed. Explain the key factors of failure.
- 3) How do these examples relate to the readings?

Session 9. Pricing and Competition / Tuesday, May 4 Time: 7:30 PM – 9:00 PM

Readings, quizzes, and individual assignments are due prior to the meeting.

Readings:

- Bertini, Marco and John T Gourville (2012). “Pricing to Create Shared Value,” *Harvard Business Review*, June, 96-104.
- D’Aveni, Richard A. (2007), “Mapping Your Competitive Position,” *Harvard Business Review*, November, 110 – 120.
- Cressman, George E. Jr and Thomas T. Nagle (2002), “How to Manage an Aggressive Competitor,” *Business Horizons*, March-April 23-30.

Quiz: Blackboard

Individual assignment: In essay-style (story telling), answer the following questions:

- 1) Provide an example of a company that has successfully survived for many years in the market. What is the company’s competitive strategy? What factors have driven its success?
- 2) Provide an example of a company that could not survive new competitors. What was the company’s competitive strategy? What factors influenced the company’s failure?
- 3) How do your examples relate to the articles?
- 4) How can the marketing function make a company more competitive?



Session 10. Marketing Communications / Saturday, May 8 Time: 10:30 AM – 12:00 PM

Readings, quizzes, and individual assignments are due prior to the meeting.

Readings:

- Trusov, Michael, Randolph E. Bucklin, and Koen Pauwels (2009), “Effects of Word-of-Mouth Versus Traditional Marketing: Findings from an Internet Social Networking Site,” *Journal of Marketing*, 73(September), 90-102
- Jiménez, Fernando R. and Norma A. Mendoza (2013), “Too Popular to Ignore: The Influence of Online Reviews on Purchase Intentions of Search and Experience Products,” *Journal of Interactive Marketing*, 27 (3), 226-235.
- Gordon et al. (2021), “Inefficiencies in Digital Advertising Markets,” *Journal of Marketing*, 85 (1), 7-25.
- Puntoni et al (2021), “Consumers and Artificial Intelligence: An Experiential Perspective,” *Journal of Marketing* 85(1), 131-151.

Quiz: Blackboard

Individual assignment: In essay-style (story telling), answer the following questions:

- 1) Provide an example of how big data, artificial intelligence, or new technologies (e.g., wearables, Alexa) are changing advertising and/or product/service delivery.
- 2) In terms of marketing communication, what is different between digital marketing (i.e., selling on the internet) and selling in stores. What are some opportunities and challenges in digital marketing?
- 3) What changes in marketing communications would you predict in the next 5 years?

Session 11. Final Exam / Tuesday, May 11 Time: 7:30 PM – 9:00 PM

Lockdown browser and monitor will be required. More information at:

https://www.utep.edu/technologysupport/ServiceCatalog/BB_Tool_RespondusLockdown.html

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<https://www.utep.edu/technologysupport/> or call 915-747-4357