MKT 5311 CRN 26876 SP 2025
MARKETING MANAGEMENT

Professor: Dr. Fernando R. Jiménez
Office Hours: MW 1:30pm – 3pm, Zoom (BB), or by appointment
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Course Description

Analysis of policy formulation by marketing management with special emphasis on the influence of internal and external 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 Assignments	Assignments Exam
3. Examine and interpret information used by marketing managers in decision-making.	Application Analysis	Readings / assignments Team Project	Project / Assignments Exam
4. Ability to transfer knowledge for decision-making.	Synthesis Evaluation	Team Project/assignments	Project / Assignments Exam

Grading

Quizzes	100 points	A = 360 points or higher
In-Class Assignments	100 points	B = 320 points or higher
Team Project	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. Best, Roger, Vikas Mittal, and Shrihari Sridhar (2023), Market-Based Management.
b. Evans and Schmalensee (2016), Matchmakers, HBR Press.
c. Kotler and Keller (2012), Marketing Management. Pearson.

Readings and Quizzes
Students are expected to read assigned readings and answer a quiz, before the class session (except for the first session). A reading list is available at the end of this syllabus. Readings are available at https://libguides.utep.edu/c.php?g=1015804 (last tab). For any questions on how to access articles, please contact the UTEP library at 915-747-5672.

Quizzes will be posted on Blackboard. A quiz may include a combination of multiple-choice and open-ended questions. Late submissions may be accepted in extraordinary circumstances but may incur a penalty.

In-Class Assignments
In each session, students will work on a team assignment. All team assignments must be completed in class. No make-up team assignments will be available. Teams will select a team coordinator who will be in charge of uploading the assignment to Blackboard. On the front page, the coordinator should list the names of all students who worked on the assignment and indicate each member's contribution. Please, list names in alphabetical order, by last name.
The professor will randomly select teams to present their work to the class.

Cases – Breakout Learning
Students will analyze and discuss three cases using the platform Breakout Learning. To take advantage of this experience, students need:
1. Sign up for the platform (pay $30) using the following link:
https://app.breakoutlearning.com/invitation/O76wc0gW9LSfnhfjTAop
2. Read the case and take the individual quiz **prior to class**.
3. Bring a laptop and headphones with a microphone. Tablets don't work.
4. Follow the instructions in the Breakout Learning platform.
5. Remain focused on the questions and keep a positive attitude.

Team Project

Description:	The project requires students to prepare a marketing plan for a local organization.
Objective:	The objective of the marketing plan will be explained by the organization's leadership team. For example, increase sales, brand awareness, customer satisfaction, market share, profitability, competitiveness, etc. The professor will guide the teams to set realistic objectives for the project.
Deliverables:	A document, a presentation, a video, and social media materials. The document will be shared with the organization. The organization's leadership team will be invited to attend and evaluate the presentations. An outline with details about the deliverables will be posted after the class meets with the managers.

Team Dynamics
Students will choose their teams. The number of teams and team members will depend on class size. If necessary, students can request the professor to assign them to a team. Students will have time to work on projects during regular sessions. However, students are expected to assign work to team members and make progress outside of class.

Final Exam
The final exam is comprehensive. The final exam includes a combination of multiple-choice and open-ended questions from quizzes. Students will take the final exam during class time using a computer. Lockdown browser is required. Students are responsible for bringing a device and preparing it for the test ahead of time. More information at:
https://www.utep.edu/technologysupport/servicecatalog/inst_lms_responduslockdown.html

Attendance Policy
Students are expected to attend all sessions. A student, however, may be excused (without penalty for missed in-class assignments) once during the course. Excused absences include medical emergencies and jury duty, contingent on official documentation. Absences related to work or personal travel are not considered emergencies.

Tech support Respondus: 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: https://www.utep.edu/student-affairs/osccr/

AI Policy
Students can use Artificial Intelligence (AI) tools and software to prepare for the final exam, to prepare for class, and to do the project. The only requirement is to disclose which AI was used,

how (e.g., the prompt), and the extent to which AI was used. Any text, graphics, charts, or any material generated by AI should be cited and specifics (e.g., the prompts) should be provided in the reference. Failure to properly disclose the use of AI and making look AI generated material as own will be considered academic dishonesty / misconduct and will be reported.

Example of in text citation:

"Marketing management is the strategic planning and execution of a company's marketing efforts, including market research, branding, pricing, distribution, and customer engagement. Advertising, on the other hand, is a specific marketing tactic focused on creating and delivering promotional messages through paid channels to attract and persuade customers." (ChatGPT 1, 2025).

Example of Reference:

ChatGPT 1. ChatGPT 4.0, Prompt "In a couple of sentences, what is the difference between marketing management and advertising?" (March 14, 2025).

The Faculty Senate, recommended the following list of student services:
Student Counseling Center: https://www.utep.edu/student-affairs/counsel/
Student Health Center: https://www.utep.edu/chs/shc/
Center for Accommodations and Support Services: http://sa.utep.edu/cass
Student Engagement and Leadership Center: https://www.utep.edu/student-affairs/
Career Center: https://www.utep.edu/student-affairs/careers/; 103 Union West; (915) 747-5640

Tentative Schedule

Session 1. Intro to Marketing Management / Thursday, April 10 Time: 5:30 PM – 9:30 PM

Quiz due after the meeting. Quiz: Blackboard

Readings:

- Jones and Monieson (1990), "Early Development of the Philosophy of Marketing Thought," Journal of Marketing, 54 (January), 102-113.
- Best, Roger (2012). Chapter I Introduction to Marketing and Market-Based Management.

Session 2. Market Orientation / Monday, April 14 Time: 5:30 PM – 9:30 PM

Quiz due prior to the meeting. Quiz: Blackboard

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.
- Loveman, Gary (2003), "Diamonds in the Data Mine," Harvard Business Review, May, 109-113

7:30 pm Presentation: College of Engineering

Session 3. Customer Insights / Thursday, April 17 Time: 5:30 PM – 9:30 PM

Quiz due prior to the meeting. Quiz: Blackboard

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.
- Visa: Using Marketing Research to Select a New Brand Mark

Session 4. Consumer Behavior / Monday, April 21 Time: 5:30 PM – 9:30 PM

Quiz due prior to the meeting. Quiz: Blackboard

Readings:

- Noriega, Jaime and Edward Blair (2008), "Advertising to Bilinguals: Does the Language of Advertising Influence the Nature of Thoughts?" Journal of Marketing, 72 (September), 69-83.
- McGrath, Rita G. (2017), "Old Habits Die Hard, But Do They Die," Harvard Business Review, January – February, 54-57.

Session 5. Brand Management / Thursday, April 24 **Time: 5:30 PM – 9:30 PM**

Quiz due prior to the meeting. Quiz: Blackboard

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.
- Case: Girl Scouts USA

Case: Girl Scouts USA

Session 6. Innovation / Monday, April 28 **Time: 5:30 PM – 9:30 PM**

Quiz due prior to the meeting. Quiz: Blackboard

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 Preeminance 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.

8:00pm Q&A: College of Engineering

Session 7. Distribution / Thursday, May 1 **Time: 5:30 PM – 9:30 PM**

Quiz due prior to the meeting. Quiz: Blackboard

Readings:

- Williamson, Oliver E. (1981), "The Economics of Organizations: The Transaction Cost Approach," *American Journal of Sociology*, 87 (3), 548-577.
- Rochet, Jean-Charles, and Jean Tirole (2003). "Platform competition in two-sided markets." Journal of the European economic association 1, (4), 990-1029.
- Johnson, M., Christensen, C., & Kagermann, H. (2010). Reinventing Your Business Model. Harvard Business School Publishing Corporation. Harvard Business Review on Business Model Innovation. Boston, MA: Harvard Business Press
- Case Megapaca

Case: Megapaca

Session 8. Pricing / Monday, May 5 **Time: 5:30 PM – 9:30 PM**

Quiz due prior to the meeting. Quiz: Blackboard

Readings:

- Cressman, George E. Jr and Thomas T. Nagle (2002), "How to Manage an Aggressive Competitor," Business Horizons, March-April 23-30
- Eisenmann, Thomas, Geoffrey Parker, and Marshall W. Van Alstyne (2006), "Strategies for two-sided markets." Harvard Business Review, 84 (10), 1-10.
- McIntyre, D., Srinivasan, A., Afuah, A., Gawer, A., & Kretschmer, T. (2021), "Multisided platforms as new organizational forms. Academy of Management Perspectives," 35(4), 566-583.
- Case Rocky Mountain High

Case: Rocky Mountain High

Session 9. Promotion / Thursday, May 8 **Time: 5:30 PM – 9:30 PM**

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.

Team Presentation: Mock Presentations of Final Project

Session 10. Presentation and paper Due / Monday, May 12 **Time: 5:30 PM – 9:30 PM**

5:30 PM Preparation

6:00 PM Team presentations

Manager(s) to attend and evaluate student presentations

Session 11. Final Exam / Thursday, May 15 **Time: 5:30 PM – 9:30 PM**

5:30 PM Exam Review

7:00 PM Comprehensive Exam

Lockdown browser required. More information at:
https://www.utep.edu/technologysupport/servicecatalog/inst_lms_responduslockdown.html

Tech support Respondus and Monitor: Contact UTEP's IT Helpdesk
https://www.utep.edu/technologysupport/ or call 915-747-4357