

**COURSE OUTLINE**  
**MBAC 6090 (MARKETING MANAGEMENT)**  
**Section 571(EMBA Program): FALL 2005**

**A. GENERAL INFORMATION**

Instructor: Dr. Dipankar Chakravarti  
Office: BUS 412  
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Webpage Address: TBA  
Class Meetings: LSB 218: T (6.30 p.m. – 9.15 p.m.)  
Teaching Assistants: Rajesh Bagchi: [Rajesh.Bagchi@Colorado.edu](mailto:Rajesh.Bagchi@Colorado.edu)  
Office Hours: T: 3.00 p.m. to 6.00 p.m. or by appointment

**B. COURSE MATERIALS:**

Text: Philip Kotler and Kevin Keller, *Marketing Management*, (12<sup>th</sup> Ed.), Pearson-Prentice Hall.  
Cases and Readings: Packet and handouts provided separately (see attached list and daily schedule).

**C. COURSE DESCRIPTION**

This course provides a managerial introduction to the strategic and tactical aspects of marketing decisions. We will first examine the strategic concepts and tools that guide how a firm chooses its target markets, develops a value proposition for its target customers, and successfully differentiates from competitors. During this phase we will learn both fundamental principles of strategic marketing management, as well as contemporary perspectives relevant to the changing economy. Next, we will study the processes that translate strategic marketing analysis into marketing programs and understand why and how marketing strategy decisions provide the integrating theme for marketing program actions. We will use a mixture of lectures, discussions, cases, readings and experiential exercises to examine how product and service decisions are designed to deliver the value proposition, how pricing captures customer value, how brands are positioned through integrated marketing communications, and how marketing channels are used to make this value accessible to target customers. Throughout this process, we focus on how marketing research informs these decisions and will also stress practical issues in implementation and control of marketing programs.

**D. COURSE OBJECTIVES:**

The primary course objectives are to provide:

- (1) a managerial perspective on the marketing function across business, government and consumer markets in both domestic and global contexts;
- (2) practical concepts and tools for analyzing market opportunities and company capabilities as the bases for strategic market selection, developing customer value propositions and competitive differentiation;
- (3) action-oriented approaches for translating strategic market analysis into marketing programs that integrate product/service, pricing, communications and channel decisions;
- (4) a framework that stresses the use of marketing research to inform marketing decisions and a managerial orientation to implementing and controlling marketing programs.

## E. GRADING:

The course will be graded on the basis of assignments below. The assignment weights are as follows:

Individual	Class Participation	200 points
	Mid-term Exam (Take Home)	200 points
	Final Exam (Take Home)	150 points
	Final Exam (In Class)	50 points
Team	Market Selection Exercise	200 points
	Written Case Report	200 points

You are expected to attend and participate in class every day. Examinations and reports will be given on the assigned dates and no make-up assignments will be given. Should your schedule make it inevitable that you miss class on a given day, please inform the instructor in advance. Class attendance on December 13 is mandatory.

Class participation comprises 20% of your grade and I will spare no effort to make this process as objective as possible. I evaluate each student's contribution daily and positively weight the following: (1) managerially useful and analytical interpretation of case facts; (2) insightful comments versus repeating case facts; (3) regularity, relevance and depth of comments; (4) ability to synthesize and build on the comments of others; and (5) the quality of responses to the instructor's questions. *Please expect to be "cold-called" in class. This is simply my way of ensuring an opportunity to contribute.* Should you have any difficulty in managing this aspect of your course contributions, please see me so we can develop a constructive strategy to accomplish this. I will provide more specific information on the other graded assignments as the course progresses.

## F. COURSE MANAGEMENT:

You are governed by the CU-Boulder code of academic integrity in this course. The following issues pertain to managing team assignments.

1. Ability to function effectively in teams is critical to learning in this course. Students will organize in teams of 3/4 during the first week of class based on a combination of student preferences and instructor assignments, if needed. Each team must establish its own equitable work norms to meet course expectations. Team members must abide by these rules in completing formal assignments. I strongly encourage you to use your team in preparing for daily class sessions. Such interaction will help you pre-screen ideas for class discussion.
2. The instructor normally assumes that each member has contributed a fair share to each task. Hence, grades on group assignments typically will not vary among team members. If this assumption appears to be breaking down in your team, first discuss the problems with your team members immediately. If no quick resolution is reached, contact the instructor without further delay (and definitely before, rather than after, submitting graded group assignments). The instructor will discuss the issues raised with those involved and determine the resolution and penalties (grade/other) if any. These decisions are subject to applicable grade appeal procedures at CU-Boulder.
3. Although the syllabus provides the major guidelines, *students are responsible for keeping track of course announcements, general reading assignments, and specific dates for written and other formal course assignments as the course progresses.* I will make every effort to communicate with you via e-mail and phone in a timely way. However, please follow-up to ensure that you are prepared for each day's class.
4. Please finish dinner before class so that we may begin on time each day. Kindly ensure that you use laptops during my class only for class-relevant matters and no other purpose, however critical. Please turn off the sound to avoid distracting the class. Cell phones must also be turned off once class begins. I expect your complete cooperation in these matters in order to maintain an effective learning environment.

## G. CLASS SCHEDULES AND ASSIGNMENTS:

The following is the currently planned class schedule. The instructor may modify this schedule as needed. Students are responsible for staying in touch with daily course progress and for securing additional materials/assignments handed out in class or sent by e-mail.

Please ensure that you provide the instructor with an active e-mail address that you check regularly.

### 1. September 6: INTRODUCTION

Activity 1: Course Overview

Activity 2: Group Formation

Activity 3: Lecture/Discussion: Strategic Marketing Management

Readings: KK, Chapters 1 and 2

### 2. September 13: ANALYZING MARKET OPPORTUNITIES & COMPANY CAPABILITIES I

Activity 1: Case Discussion: Dominion Motors & Controls, Ltd.

Readings: Packet, Learning by the Case Method in Marketing

Handout: Preparation and Written Analysis of Cases

Activity 2: Lecture/Discussion: Market Assessment and Environmental Analysis

Readings: KK, Chapters 3 and 4

September 20: No class – Jim Collins talk.

### 3. September 27: ANALYZING MARKET OPPORTUNITIES & COMPANY CAPABILITIES II

Activity 1: Basic Economic Analysis for Marketing

Readings: Packet, How to Avoid Getting Lost in the Numbers

Packet, Basic Quantitative Analysis for Marketing

Handout: A Practice Problem on Economic Analysis

Activity 2: *Briefing for Market Selection Exercise (Handout assignment)*

Activity 3: Lecture/Discussion: Customer Analysis

Readings: KK, Chapters 5, 6 and 7

### 4. October 4: ANALYZING MARKET OPPORTUNITIES & COMPANY CAPABILITIES III

Activity 1: Lecture/Discussion: Customer Analysis (contd.)

Readings: Review KK, Chapters 5, 6 and 7

Activity 2: Lecture/Discussion: Competitor Analysis

Readings: KK, Chapter 11

### 5. October 11: STRATEGIC MARKET SELECTION & TARGETING I

Activity 1: Case Discussion: Priceline.Com: Name Your Own Price

Activity 2: Lecture/Discussion: Segmentation & Targeting

Readings: KK, Chapters 8 and 21

### 6. October 13: STRATEGIC MARKET SELECTION & TARGETING II (Note Special Thursday class)

Activity 1: Lecture/Discussion: Segmentation & Targeting (contd.)

Readings: Review KK, Chapters 8 and 21

Activity 2: Case Discussion: Biopure Corporation

7. October 18: STRATEGIC MARKET SELECTION & TARGETING III

Activity 1: Market Selection Exercise Presentations (in class)

Activity 2: *Briefing for Take Home Mid-Term Exam (Handout assignments)*

8. October 25: THE MARKETING MIX I

Activity 1: Lecture/Discussion: Product/Service Strategy, Decisions and Policies

Readings: KK, Chapters 12, 13 and 20

Activity 2: Case Discussion: The Black & Decker Corporation (A) Power Tools Division

9. November 1: THE MARKETING MIX II

Activity 1: *Mid-Term Examination Due*

Activity 2: *Briefing for Group Case Assignment*

Readings: Review handout, Preparation and Written Analysis of cases

Review handout, Example Case Write-up: Dominion Motors

Activity 3: Lecture/Discussion: Branding Strategy, Decisions and Policies

Readings: KK, Chapters 9 and 10

Activity 4: Case Discussion: Launching the BMW Z3

10. November 8: THE MARKETING MIX III

Activity 1: Lecture/Discussion: Integrated Marketing Communication Decisions

Readings: KK, Chapter 17, 18 and 19

Activity 2: Case Discussion: Mountain Dew

11. November 15: THE MARKETING MIX IV

Activity 1: *Group Case Assignment Due*

Activity 2: *Briefing for Take Home Final Exam (Handout assignments)*

Activity 3: Guest Speaker (Bill Weintraub – Former CMO, Coors, Inc.)

“On Being a Marketer in the Real World.”

Activity 4: Open forum Q&A

12. November 29: THE MARKETING MIX V

Activity 1: Lecture/Discussion: Pricing Strategy, Decisions and Policies

Readings: KK, Chapter 14 (review)

Activity 2: Case Discussion: Cumberland Metal Industries: Engineered Products Division, 1980

13. December 6: THE MARKETING MIX VI

Activity 1: Lecture/Discussion: Channel Strategy, Decisions and Policies

Readings: KK, Chapters 15 and 16

Activity 2: Case Discussion: HP Consumer Products Business Organization

14. December 13: MARKETING IMPLEMENTATION AND CONTROL

Activity 1: *Final Examination (Take Home) Due*

Activity 2: Summary Lecture/Discussion: Organizing and Implementing the Marketing Plan

Readings: KK, Chapter 22

Activity 3: Course Evaluations

## H. ABOUT THE INSTRUCTOR

Dipankar Chakravarti is Professor of Marketing and The Orloff Professor of Business at the Leeds School of Business, University of Colorado at Boulder. He holds a B.Sc. with Honors in Physics (1969) from the University of Calcutta, India and an M.S. (1976) and a Ph.D. (1979) in Industrial Administration from Carnegie-Mellon University. He joined CU-Boulder in 1995 and has held prior faculty appointments at the University of Florida, Duke University, and the University of Arizona. He has previously served as Interim Dean of the Leeds School and as Head of the Department of Marketing at Arizona. Prior to his academic positions, he was an executive with DCM, India with responsibility for marketing planning and control for a nationally distributed line of consumer products.

Dipankar's MBA teaching includes the Marketing Management core and Entrepreneurial Marketing. His other MBA classes include an interdisciplinary e-Business seminar and a field project course in which MBA students work on marketing problems for a variety of international, national and regional companies. He has previously taught graduate and undergraduate courses in Marketing Decision Models, Marketing Strategy, Marketing Research, and International Marketing. His doctoral teaching focuses on advanced marketing research and on marketing decision making. Dipankar works with many domestic and international corporations and agencies (e.g., the FTC and UNDP) as a consultant and executive educator in the areas of marketing strategy, marketing research, and e-Commerce. Dipankar has served as Chair of the Leeds School's Ph.D. Programs and as Acting Director of CU-Boulder's Center for Asian Studies. He is currently Faculty Director of the Leeds School's Programs in International Management.

Dipankar has written extensively on managerial and consumer decision making in marketing and serves on the review boards of several major scholarly journals in marketing and e-commerce. His research is widely cited and has received several awards from the American Marketing Association (AMA) and the Association for Consumer Research (ACR), including the prestigious 1994 ACR award for the best article to appear in the *Journal of Consumer Research* during 1991-93. He has been recognized as a Fellow of the Society for Consumer Psychology (SCP) for his research and leadership contributions to the field. He is a former President of SCP, a former Director (Academic) of ACR, a past-Editor of the *Journal of Consumer Psychology*, and a member of the AMA's advisory council for the Marketing Research Special Interest Group of the AMA. He also holds an honorary appointment as Distinguished Institute Professor at the Indian Institute of Management, Calcutta.

Dipankar is married to Sharmila, a Clinical Dietitian with the Eating Disorders program at The Children's Hospital in Denver. Originally from Calcutta, India, they are now "empty nesters" and live in Niwot, Colorado. Their older son Agnish (32) is a Stanford Ph.D. in marketing who has taught at the Kellogg School at Northwestern and now works for Microsoft in Seattle. Their younger son, Arjun (28) is a CU graduate in Economics and Psychology, and is currently a doctoral student at the Graduate School of Business, University of Chicago.