KAIST GRADUATE SCHOOL OF MANAGEMENT
PMBA MARKETING MANAGEMENT
SPRING 2019

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Class Time:	Tuesdays 7 - 10 pm
Location:	9 호관 9708
Office Hours:	Tuesdays 6 – 7 pm or by appointment

COURSE OVERVIEW

Course Objectives

1. To expose students to the environmental forces that must be analyzed by global marketers, including economic, financial, political, legal, and cultural forces. Toward this end, students will be exposed to changes in the environment and the ways in which firms are affected in terms of competition and marketing strategy/operation.

2. To gain managerial perspectives and analytical ability in the definition and solution of marketing problems. Also, to apply marketing frameworks and models to "real world" situations through various cases and readings.

3. To develop student's understanding and appreciation of the unique cultural environment in which marketing takes place and to heighten cultural sensitivity which is vital to success in global marketing.

4. This course is concerned with the development, evaluation, and implementation of marketing in a complex environment. The course deals primarily with an in-depth analysis of a variety of concepts, theories, facts, analytical procedures, techniques, and models, which enable students to view marketing problems in a new light. After having taken the course, you will have a deeper understanding and appreciation of what marketing is, the role of marketing in an organization, and how marketing can be used as a strategic and tactical mechanism to create value. The course addresses strategic issues such as:

- How does marketing create value?
- Why is marketing important in the knowledge era?
- Positioning a brand in a competitive landscape
- Creating, Pricing, Delivering, and Communicating the Value Proposition

The course will mainly be a combination of discussion, lecture, and cases. This means that your participation is critical for the success of this class as is my lecture on various topics. I will try my best to enhance the interaction between the instructor and the students or between the students to promote a healthy dialogue. Interactions will be especially encouraged when discussing cases and articles. I will also be using business clips from leading practitioner outlets such as WSJ, Business Week, and Economist. These business clips are not included in the coursepack but will be uploaded on the course forum before class.

Required Materials

1. Kotler, Philip & Gary Armstrong, Principles of Marketing, 17th edition, or Kotler, Philip & Kevin Keller, Marketing Management, 16th edition

2. Harvard Cases

3. Supplementary readings

Course Requirements and Grading

• Final Exam & 2 Thought Papers		30%
• 3 Case Write-up Assignment (in groups)*		30%
• Marketing Project (in groups)*		30%
• Class Participation	10%	

Total		100 %

* will be determined by your group's grade as well as your peer evaluation.

Final Exam and Thought Papers

We will have a final exam that accounts for 30% of your total grade. The exams will be an open-book case analysis for 3 hours on **May 21**. In addition, write a one page thought paper about 2 impressive marketing cases you encounter during the entire semester. Specific instructions for thoughts papers are given on the first day of class.

Group Marketing Project

The group marketing project is worth 30% of your final grade. Working in groups is a more accurate reflection of the business environment. Students are responsible for forming a 4-5 person team for the group project (submit a list of group members by **February 19**). The evaluation of an individual's contribution to group work will depend on feedback from group members. Each group must carry out a project, which applies and extends the learning from the course.

Each group must submit a one-two page proposal for their project to me on **March 5**. There is no required format for the proposal and it will not be graded. You should be able to focus on the marketing problem you plan to work on. Try to be as specific as possible about the problem and the possible directions you may want to take. Your group will be provided opportunities to setup appointments and discuss your project ideas and progress with me.
I will select 3 teams among all the teams to present the final marketing plan to the entire class at the end of the semester. The final marketing plan write-up is due on **May 7**.

Your group will plan in detail a marketing plan for a product or service that appears to be in need of direction. The topic of the project may be one of the following:

- a real existing product or service that's in trouble or that is facing a challenge and/or a new opportunity;
- a new product soon-to-be-introduced by a real existing company, or an important marketing problem that an existing company is currently faced with; or
- a hypothetical new product "invented" by your group.

Groups should pick a product or service that seems inherently interesting. A company you choose can be either a profit/non-profit or a social enterprise. Choosing an interesting topic is important because it increases student involvement in the project. In turn, students who get really involved in the project enjoy and learn more from the course than those who do the project mechanically and half-heartedly.

Each written marketing project must include the following:

1. **Executive Summary:** Overview of the entire plan including a description of a product or service.

2. **Introduction and Problem Definition:** Describe the product or service. Explain how it fits into the market. Identify the precise nature of the marketing problem facing a company with respect to the product or service in question.

3. **Situation analysis:** An assessment of the company, consumers, and competitors would be appropriate. In addition, any industry or market trends that might be useful in generating a marketing plan should be included.

4. **Problems and Opportunities (SWOT analysis):** Discussion of the problems and opportunities facing the company with respect to the product or service.

5. **Marketing Strategy:** A description of the marketing strategy that you have chosen for the product or service plus a rationale for why this strategy was favored over other possible strategies. You should specify the target market and product positioning that you have chosen in describing your marketing strategy.

6. **Marketing Plan (Tactics):** Each element of the marketing mix (product, price, place, promotion) for the product or service should be described in detail. Not only should the elements be coordinated in the most effective manner possible, but the marketing mix should follow logically from the marketing strategy.

7. **Conclusion**: Summary of your project including expected results.

8. **Appendices:** Any information that will support your arguments. For example, you may include an income statement for the product and some promotional material. Please be sure to reference the appendices in your paper. However, a reader should not have to turn to the appendices in order to get the vital information. For example, if you find that your budget is $X dollars. This information should be in the text of the document, but reference the appendices that show how this budget was determined.

In prior years, marketing plans have averaged 20 single-spaced pages (along with additional appendices) but there is no specific page limit. Marketing plans will be evaluated for completeness, feasibility, and the quality of ideas and argumentation therein. Additionally, each team will make a short (ten minute) presentation on one specific aspect of the marketing plan during a class session after the mid-term exam.

Group Case Write-up Assignment

There will be 3 case write-up assignments which must be done in groups. They will offer you an opportunity to analyze real world business situations using the concepts and tools that we have covered in class. I will provide guidelines for the case write-up later. Each group picks 3 cases and submits a list of them by **February 26**. These assignments account for 30% of your total grade. Students must turn in a hard copy of their written assignments at the **beginning of class on the due day**. **Late papers will NOT be accepted under ANY circumstances.**

All students **must not** obtain any material from **prior students** that have taken this class nor should they hand over any material to **future students** that wish to take this class. This is to enhance the learning experience of all of us.

Peer Group Evaluation

Although there will be one grade for each group, your grade for group projects may/may not be the same as the grade for your group. Your grade for group projects depends on how your group members evaluate your contribution/participation in the group. Your final grade for group projects will be the product of your group's grade multiply by your peer evaluation. For instance, if your group's grade was 30 and your group members gave you 20 points out of 20 on the peer evaluation, your final grade for the group project will be 30. However, if you got only 10 points out of 20 on the peer evaluation, your final grade for the group projects will be 15.

Class Participation

Your participation in class and case discussions is an important part of your learning. It accounts for 10% of your total grade. There are several ways in which you can participate. Be prepared for regular attendance at, and full participation in class sessions. Your class participation will be evaluated not only on the basis of sheer volume or extent of participation, but also on the basis of quality. Highly valued contributions include asking insightful questions about the assigned readings, redirecting a case discussion when the current point has been adequately covered, providing an appropriate qualitative analysis, summarizing and/or reconciling previous comments, and drawing generic learning points from a particular case.

Excellent: Provides interesting, in-depth (substantive), and stimulating comments that benefit the entire class and prompts more engagement and discussion from other students and myself. For example, adding a different perspective, interpretation or explanation to a given phenomenon, sharing a unique work experience relevant to course content, integrating different concepts, frameworks, or ideas to develop a holistic evaluation of a given problem.

Very Good: Provides comments that benefit the class but is not as substantive and rigorous as the point above. For example, is able to provide answers to case relevant questions that go deeper than surface level knowledge but are not as rigorous or well integrated as the answers above.

Good: Provides comments from time-to time but is focused more on direct simple answers (in 3-4 words). For example, answers to simple content material from cases or articles.

Average: Rarely engages in discussions or if so focuses primarily on clarification questions or repetition of other's comments.

Below Average: Does not participate at all.

Tentative Class Schedule

Week	Topics	Reading Assignments & Cases
1	Course Introduction Marketing Concept	KA 1
2 & 3	Marketing Processes Understanding the Marketplace	KA 2 & 3
4	Marketing Research	KA 4
5	Segmentation, Targeting & Positioning	KA 7 Case 1) Big Data at Gap
6	New Product Development & Adoption	KA 8 Case 2) Uber: Changing the Way the World Moves
7	No Class (중간고사 기간)	Team Project Workshop
8	Product & Branding Strategy I	KA 8 Case 3) Aqualisa Quartz: Simply the Better Shower
9	Product & Branding Strategy II	KA 9 Case 4) Tesla Motors
10	Pricing Strategy	KA 10 & 11 Case 5) Porsche: The Cayenne Launch
11	Omni-Channel Strategy	KA 12 & 13 KA 14 Case 6) Reinventing Adobe
12	Experiential Retail Strategy	KA 14
13	Team Project Presentations	
14	Final Exam	