

# MGMTEX 411 – MARKETING STRATEGY & POLICY

Spring 2022

## Course Syllabus

REVISED 4/6/22

### Instructor Information

Faculty:	Dan Yavorsky
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### Course meeting times and location

Course Day & Time:	Every other Friday evening and Saturday morning/afternoon
Course Location:	<b>G419</b> (Sec 1, bi-weekly) and <b>C301</b> (Sec 3, blended)
Section 1 Course Site:	<a href="https://bruinlearn.ucla.edu/courses/131991">https://bruinlearn.ucla.edu/courses/131991</a>
Section 3 Course Site:	<a href="https://bruinlearn.ucla.edu/courses/131993">https://bruinlearn.ucla.edu/courses/131993</a>

### Course Description

Lecture, five classroom hours and one asynchronous hour every two weeks. Limited to Executive MBA program students.

Marketing is the business function that is charged with generating profits by providing value to customers and recapturing some of that value for the firm. Marketing managers must identify and measure customers' needs and wants, select the most appropriate customer targets, and then develop marketing programs that satisfy customers' needs.

The objective of the course, therefore, is to develop a way of thinking through realistic business situations to answer the following questions:

- Which customers should be served?
- What is the optimal product (portfolio) to serve these customers?
- How do we best bring these two together?



This class is not about the memorization of marketing facts or techniques, although these will be presented and discussed. Rather it is focused on systematic critical thinking and the reasoned application of several general, underlying principles and strong quantitative and conceptual analysis. These skills are developed through the lecture, assignments, and the case method. The pedagogical style emphasizes your role in applying the concepts discussed in the lectures to the business situations at hand (i.e., the cases). The role of the instructor is to provide you with tools to structure your thinking and stimulate and facilitate your analysis of the cases.

## Course Objectives

Mastering the discipline of marketing in a single quarter is impossible, therefore the specific goals of this course in marketing are:

1. to provide a solid foundation for strategic marketing thinking, and to introduce a series of frameworks and tools that may be used to solve marketing problems;
2. to familiarize you with the functional decision areas of the marketing manager (product strategy, branding, pricing, advertising and promotion, and distribution), and to enhance your problem solving and decision-making abilities in these operational areas of marketing; and
3. to provide you with a forum (both written and oral) for presenting and defending your own recommendations, and for critically examining and discussing the recommendations of others.

## Course Materials

### *Syllabus*

Please read this syllabus carefully and in its entirety. It covers the philosophy and structure of the course along with expectations for classroom participation and assignments.

### *Required readings and cases*

All required readings are included in the course reader. References for additional readings for those who wish to pursue topics in more detail can be obtained from the instructor.

All cases are also included in the online course reader. A document offering suggestions and outlining common pitfalls in case writeups is provided on BruinLearn.

### *Lecture Notes*

Slides accompany the in-class lectures. They will be posted to BruinLearn prior to each lecture.

## Course Outline

See table on next page.

Module	Date	Topics	Pre-Class Reading	Assignments Due
1	4/8	<ul style="list-style-type: none"> <li>Introduction to Marketing</li> </ul>	<ul style="list-style-type: none"> <li>Course Syllabus</li> <li>Note on Low-Tech Marketing Math</li> <li>Learning by the Case Method in Marketing</li> <li>How to Avoid Getting Lost in the Numbers</li> </ul>	
		<ul style="list-style-type: none"> <li>Customer</li> </ul>	<ul style="list-style-type: none"> <li>Marketing Myopia</li> </ul>	
		<ul style="list-style-type: none"> <li>Company &amp; Competition</li> </ul>	<ul style="list-style-type: none"> <li>Competitive Strategies (pp. 1-15)</li> <li>Competing on Resources</li> </ul>	
*	4/14	<ul style="list-style-type: none"> <li><b>Case</b> Presentation: A1 Steaksauce (video)</li> </ul>	<ul style="list-style-type: none"> <li>A1 Steak Sauce: Lawry's Defense</li> </ul>	<ul style="list-style-type: none"> <li>Quiz on A1 (due 4/13 11:59pm)</li> </ul>
2	4/23	<ul style="list-style-type: none"> <li>Segmentation</li> </ul>	<ul style="list-style-type: none"> <li>Benefit Segmentation</li> <li>Your Messaging to Older Audiences is Outdated</li> </ul>	
		<ul style="list-style-type: none"> <li>Targeting &amp; Positioning</li> </ul>	<ul style="list-style-type: none"> <li>Customer Profitability and Lifetime Value</li> <li>Positioning: the Essence of Marketing Strategy</li> </ul>	<ul style="list-style-type: none"> <li>CLTV Assignment (due 4/30 11:59pm)</li> </ul>
		<ul style="list-style-type: none"> <li>Pricing</li> </ul>	<ul style="list-style-type: none"> <li>Marketing Toolkit: Pricing and Profitability Analysis</li> <li>Price Discrimination</li> <li>Pricing: A Value-Based Approach</li> </ul>	<ul style="list-style-type: none"> <li>Positioning Statement (due 4/30 11:59pm)</li> </ul>
*	4/25	<ul style="list-style-type: none"> <li>Guest Speaker: Lauren Cheatham 6:15-7:30pm</li> </ul>		
3	5/6	<ul style="list-style-type: none"> <li><b>Case</b> Discussion: Curled Metal</li> </ul>	<ul style="list-style-type: none"> <li>Curled Metal Inc. Engineered Products Division</li> </ul>	<ul style="list-style-type: none"> <li>Write-up: Curled Metal (due 5/5 11:59pm)</li> </ul>
		<ul style="list-style-type: none"> <li>New Product Development</li> </ul>	<ul style="list-style-type: none"> <li>Note on Innovation Diffusion: Rogers' Five Factors</li> <li>Extend Profits, Not Product Lines</li> </ul>	
		<ul style="list-style-type: none"> <li>Distribution</li> </ul>	<ul style="list-style-type: none"> <li>Developing and Managing Channels of Distribution</li> </ul>	
4	5/20	<ul style="list-style-type: none"> <li><b>Case</b> Discussion: Natureview Farms</li> </ul>	<ul style="list-style-type: none"> <li>Natureview Farms</li> </ul>	<ul style="list-style-type: none"> <li>Write-up: Natureview Farms (due 5/19 11:59pm)</li> </ul>
		<ul style="list-style-type: none"> <li>Branding</li> </ul>	<ul style="list-style-type: none"> <li>Analyzing Consumer Perceptions</li> <li>Where Brands are Reaching Gen-Z</li> </ul>	
		<ul style="list-style-type: none"> <li><b>Case</b> Discussion: Harley Davidson</li> </ul>	<ul style="list-style-type: none"> <li>Harley Davidson: Rejuvenating an Iconic Brand</li> </ul>	<ul style="list-style-type: none"> <li>Quiz on Harley (in class)</li> </ul>
*	5/25	<ul style="list-style-type: none"> <li>Guest Speaker: Lane Karczewski 6:15-7:45</li> </ul>		
5	6/3	<ul style="list-style-type: none"> <li>Promotion</li> </ul>	<ul style="list-style-type: none"> <li>Digital Marketing</li> <li>Marketing Promotions</li> </ul>	<ul style="list-style-type: none"> <li>Group Project (due 6/2 11:59pm)</li> </ul>
		<ul style="list-style-type: none"> <li><b>Case</b> Discussion: Jay-Z</li> </ul>	<ul style="list-style-type: none"> <li>Launching Jay-Z's Decoded</li> </ul>	<ul style="list-style-type: none"> <li>Quiz on Jay-Z (in class)</li> </ul>
		<ul style="list-style-type: none"> <li>Cross-Cultural Marketing</li> </ul>	<ul style="list-style-type: none"> <li>Cross-Cultural Communication Takes More than Manners</li> </ul>	
		<ul style="list-style-type: none"> <li><b>Case</b> Discussion: Unilever in Brazil</li> </ul>	<ul style="list-style-type: none"> <li>Unilever in Brazil</li> </ul>	<ul style="list-style-type: none"> <li>Quiz on Unilever (in class)</li> </ul>
*	Async	<ul style="list-style-type: none"> <li>Marketing Analytics: Best-Worst Scaling</li> </ul>		
*	Async	<ul style="list-style-type: none"> <li>Marketing Analytics: Conjoint Analysis</li> </ul>		
*	Async	<ul style="list-style-type: none"> <li>Marketing Analytics: Segmentation</li> </ul>		
*	Async	<ul style="list-style-type: none"> <li>Marketing Analytics: New Product Growth Model</li> </ul>		
Finals	6/10	<ul style="list-style-type: none"> <li>Final Exam</li> </ul>	<ul style="list-style-type: none"> <li>Announced week of</li> </ul>	<ul style="list-style-type: none"> <li>Write-up due date/time TBD</li> </ul>

## Evaluation and Grading

### Required Assignments and Weighted Percentages

This course will be graded using the following weighted percentages for each of the assignments in the course. Feedback and grades are typically posted approximately one week after assignment due dates. Assignment and exam weights are unlikely to change, but I reserve the right to do so.

Assignments	% of Grade
4 Quizzes (A1, Harley, Jay-Z, Unilever)	12%
Positioning statement	5%
CLTV assignment	5%
Individual case write-up (Curled Metal)	14%
Individual case write-up (Natureview Farms)	14%
Group Project	22%
Final exam case write-up	28%
<b>Total</b>	<b>100%</b>

### Grades

Your overall course grade will be determined by how your performance on graded assignments ranks in comparison with other students in the class according to the grade distribution model at Anderson. Note that courses in which an overall grade of C is received must be offset by higher grades in the same term for students to remain in good academic standing at UCLA. A grade of C- or below in a core class must be retaken.

### Assignment Descriptions

*The following are descriptions of your required assignments for this course. Specific instructions, submission information will be discussed in class and are detailed on the BruinLearn course site.*

#### Case Quizzes and Short Assignments

To ensure that you are sufficiently prepared for the cases, all cases without a write-up will have a quiz associated with them. Quizzes are short.

Positioning statements should be descriptive, yet succinct. Aim for one paragraph. Follow the guidance in the reading *Positioning: The Essence of Marketing Strategy* but feel free to use more than one sentence.

A short, mathematically-focused assignment will ask you to calculate customer lifetime value to reinforce your understanding of the concept as covered in the readings.

#### Case Write Ups

Case write-up are due before the start of the class session and should be turned in via the online portal on BruinLearn. Each write-up should identify the most critical issue(s) in the case and recommend a plan of action to deal with these issues. Write-ups should include a (brief) analysis of the three C's (Competition, Company, Customer) and a well-justified strategic plan (Segmenting, Targeting, and Positioning). The specific tactics (4 Ps) that will be relevant will vary as a function of the specifics of the case. The write-up should not exceed two pages (single-spaced, 11 point font or larger, at least 1" margins on all sides of the page). A one-page statistical appendix may be included, but good write-ups usually do not need it.

## **Group Project**

The project will ask you to take what you've learned in the course and apply it towards a real-world marketing problem. It will involve considering opening a business in one of two different locations (e.g., Santa Monica vs. Venice). Details on the assignment will be provided in a separate document.

You will work on the project as part of your learning team. Group work helps in the development of specific skills that are crucial determinants of success in organizations: the ability to work in teams, identification and achievement of common objectives and accommodating many points of view. As such, the major project will not just give you practice in applying what you're learning in this class to real world problems, but will also give you practice in dealing with real world interpersonal dynamics. While the teaching team will evaluate and give feedback on the project itself, we are not in a position to give feedback on individual contribution to the group. All members of the group will receive the same grade.

## **Final Assessment**

Follow the same guidelines as for the case write-ups. The final exam will be take-home, open notes, and untimed (although there is a time limit in that it must be turned in before the deadline, students will have several days to think over and work on the case rather than a standard timed exam). The exam will consist of a novel case similar to those discussed throughout the course. Thus, the best way to get ready for the final is to prepare thoroughly for each case discussion during the course, and contribute by testing your ideas and analyses with your peers and the instructor. In so doing, you will build up the practice (and confidence) you will need to analyze a new marketing situation and to make well-justified recommendations to management.

## **Anderson and Course Policies**

### **Class Attendance**

I do not take attendance. However, lectures and case discussions are some of the primary delivery methods of content in this course, and the material learned in class is not redundant to the readings. In other words, the class sessions provide unique content that is essential for success in the course, and failure to attend regularly is almost certain to impact your performance and mastery of the discipline of marketing. Students who miss class are responsible for making up course material on their own. Ask your group members to collect handouts and other information for you if something comes up that causes you to miss a class.

If you cannot attend class for important health or other unavoidable reasons, you should email the instructor (and cc the TA) ahead of time. You will receive a unique link to the session recording within 48h of class. If a student misses more than 2 sessions, the professor will alert the EMBA Office so that they can jointly discuss the situation and see how the student can best be supported.

### **Class Participation**

Active class participation is key to your own and your classmates' learning experience, both during lectures and during case discussions. During lectures, please ask clarification questions and contribute relevant examples from your own work or personal experiences. During case discussions, you are the managers trying to decide a course of action with your coworkers (classmates). Thus, we expect you to treat this experience with the same respect and dedication that you would show on the job. Come to class on time and well-prepared. Please do participate: don't deprive your peers of your insight and perspective. In addition to class participation, you can demonstrate your involvement in the course by emailing the instructor articles and links about current Marketing issues that interests you. I will try to incorporate these into the class, making the class more tailored to your particular interests.

## Office Hours

The best sources of answers to many of your questions are your peers and your study group. If your group members cannot help you (or shouldn't in the case of individual assignments or the exam), you should not hesitate to contact the TA or instructor. I will hold office hours by appointment, usually over Zoom.

## Re-grading Policy

Errors in grading do happen from time to time (e.g., an appendix gets overlooked). The re-grading policy is designed to rectify these errors. The requests must be submitted in writing (email is sufficient) with a detailed explanation of why you think the request is legitimate. Requests must be submitted within seven days of receipt of the grade (I have this rule so that I don't get an onslaught of re-grade requests the day before the final exam is due). The full assignment in question will be re-considered, so the grade may go up or down. Therefore, please consider your re-grading requests carefully before submitting them.

## Technology

The class has a limited laptop and phone policy. With simultaneous work, family, school, and other commitments, it may be very challenging to completely disconnect during class. I encourage you to do so. Active class participation is key to your own and your classmates' learning experiences.

However, I am sympathetic to the very occasional need to check a notification or quickly respond to an urgent text. And, although research shows that retention of material was better when notes were taken by hand and not on a laptop, I permit note taking on laptops should you chose to do so. I am not sympathetic to the use of technology for anything other than taking notes or rare responses to other urgent demands. Note that social media, news, financial market updates, and permanently-open work email accounts do not count as urgent. Non-class material on your laptop screen is a distraction to your peers and should be minimized.

## Late Work

No late assignments will be accepted. The important deadlines for the course are included in the class schedule and on the assignments themselves. The due dates are strict since most assignments are based on cases that will be discussed in class.

## UCLA Policies

### Code of Conduct

All participants in the course are bound by the *UCLA Student Conduct Code*:  
<https://deanofstudents.ucla.edu/individual-student-code>

### Netiquette

The written language has many advantages: more opportunity for reasoned thought, more ability to go in-depth, and more time to think through an issue before posting a comment. However, written communication also has certain disadvantages, such a lack of the face-to-face signaling that occurs through body language, intonation, pausing, facial expressions, and gestures. As a result, please be aware of the possibility of miscommunication and compose your comments in a positive, supportive, and constructive manner.

### Academic Integrity

UCLA is an institution of learning, research, and scholarship predicated on the existence of an environment of honesty and integrity. As members of the academic community, instructors, students, and administrative officials are all responsible for maintaining this environment. It is essential that all members of the academic community practice academic honesty and integrity and accept individual responsibility for their work. Academic misconduct is unacceptable and will not be tolerated in this course. Cheating, forgery, dishonest

conduct, plagiarism, and collusion in academic misconduct erode the University's educational, research, and social roles.

Students who knowingly or intentionally conduct or help another student engage in acts that violate UCLA's expectations of academic integrity will be subject to disciplinary action and referred to the Dean of Students' Office.

Please familiarize yourself with *UCLA's Academic Integrity Policy*:

<https://www.deanofstudents.ucla.edu/Academic-Integrity>. Speak to your instructor if you have any questions about what is and is not allowed in this course.

### ***Integrity in Research***

Integrity in research includes not just the avoidance of wrongdoing, but also the rigor, carefulness, and accountability that are hallmarks of good scholarship. All persons engaged in research at the University are responsible for adhering to the highest standards of intellectual honesty and integrity in research.

Please familiarize yourself with the *University of California Policy on Integrity in Research*

<https://www.ucop.edu/academic-personnel-programs/files/apm/apm-190-b.pdf>

## **Accessible Education & Inclusive Education**

### ***Disability Services***

UCLA is committed to providing a barrier-free environment for persons with documented disabilities. If you are already registered with the Center for Accessible Education (CAE), please request your Letter of Accommodation in the Student Portal. If you are seeking registration with the CAE, please submit your request for accommodation via the CAE website. Students with disabilities requiring academic accommodations should submit their request for accommodations as soon as possible, as it may take up to two weeks to review the request. For more information, please visit the CAE website ([www.cae.ucla.edu](http://www.cae.ucla.edu)), visit the CAE at A255 Murphy Hall, contact CAE by phone at (310) 825-1501, or by telecommunication device for the deaf at (310) 206-6083.

### ***Equity, Diversity, and Inclusion***

Please familiarize yourself with UCLA Anderson's commitment to maintaining an equitable, diverse, and inclusive community:

<https://www.anderson.ucla.edu/about/equity-diversity-and-inclusion>

### ***LGBTQ Campus Resource Center***

This resource center provides a range of education and advocacy services supporting intersectional identity development. Visit their website for more information: <https://www.lgbt.ucla.edu/>

### ***Sexual Harassment / Sexual Violence***

If you have experienced sexual harassment or sexual violence, you can receive confidential support and advocacy via email [CAREadvocate@careprogram.ucla.edu](mailto:CAREadvocate@careprogram.ucla.edu) or by phone (310) 206-2465.