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|--------------------------|----------------------|-------------------------|----------|
| <b>Date</b>              |                      | <b>Credits</b>          | 3        |
| <b>Course Title</b>      | Marketing Management | <b>Course Number</b>    | MKA 2932 |
| <b>Pre-requisite (s)</b> | MAR 1011             | <b>Co-requisite (s)</b> | None     |
| <b>Hours</b>             | 45                   |                         |          |

*Place and Time of Class Meeting*

**San Ignacio University**  
**3905 NW 107<sup>th</sup> avenue Suite 301**  
**Doral, FL 33178**

*Name and Contact Information of Instructor*

*Book required*

*(San Ignacio University recognizes the use of the textbook in the classroom as part of the educational methodology and strategy applied in diverse materials. The textbook is part of the curriculum and is used to reach the student in an effective manner in the classroom. Every student is expected to acquire and use the textbook.)*

***Strategic Market Management***

Aaker, David A, 10<sup>th</sup> Edition  
 ©2014 | Wiley |  
 ISBN-13: 978-1118582862

**Classroom expectations for students**

*Attendance Policy*

Students are expected to attend all scheduled university classes for the courses that they are registered for and to achieve the goals set forth by each class instructor. Attendance is taken daily. Enrolled students are permitted no more than **2** “free” absences in one semester. Students missing **3-5** classes over the course of the semester will receive a one-letter grade deduction from their final course grade; missing more than **6** classes will result in failure of the course regardless of grade average. It is the student's responsibility to arrange to make up work missed because of an absence.

*Student Tardiness Policy*

A student is considered tardy/late if he/she comes to class 15 minutes late. With three tardies the student accumulates one full absence. If the student misses half of the class period, it is a full absence. When a student has more than 6 tardies, the instructor will contact the San Ignacio University Coordinator of Student Affairs and Academic Department and request an intervention

session with the student. The goal of the intervention session is to develop and implement an intervention program to help students learn new ways to save and manage time.

**NOTE:** Plagiarism is defined as the use, without proper acknowledgment, of the ideas, phrases, sentences, or larger units of discourse from another writer or speaker. Plagiarism includes the unauthorized copying of software and the violation of copyright laws. Students who commit plagiarism will obtain a grade of “Failure” on their exam or assignment.

### *Course Description (must correspond exactly to Catalog description)*

This course will prepare students to become effective marketing managers, by understanding strategy, analysis, and problem solving. Developing and implementing strategies that will lead to business success. The course is aimed at helping students look at the entire marketing mix in light of the business strategy of the firm.

Students will improve their ability to develop effective marketing strategies and assess market opportunities, as well as design strategic implementation programs. Students will have the opportunity to communicate and defend their recommendations through classroom exercise, we will explore the theory and applications of marketing concepts through a mix of cases, discussions, lectures, individual assignments, and group projects. We will draw materials from a variety of sources and settings including services, consumer and business-to-business products.

### *Learning Objectives*

At the end of this course students will be able to:

- Comprehend how to manage the resources of the organization to achieve its goals and objectives
- Differentiate between and discuss the elements of marketing.
- Assess business-marketing situations through case analysis.
- Identify and develop marketing segmentation strategies
- Assess the financial aspects of marketing decisions
- Discuss the strategies open to firms for operating in competitive environments
- Identify and discuss the elements and models that are useful to the process of developing effective market strategy
- Recognize the importance of marketing strategy reformulation and control.
- Identify and discuss some of the alternative business strategies that are effective in the development of market strategies.
- Understand the purposes of marketing and strategic planning

### *Topical Outline and Schedule*

| <b>DATE</b>                             | <b>Chapter 1 – 2</b>   | <b>WEEK 1</b> |
|---|--|---------------|
| <b>SPECIFIC OBJECTIVES</b>              | <ul style="list-style-type: none"> <li>• Welcome</li> <li>• Syllabus</li> <li>• Class expectations and commitment</li> <li>• Discuss Library Orientation Course, Instructor to verify completion</li> </ul>  |               |
| <b>TOPIC (S)</b>                        | <p><b>Describe the course.</b></p> <ul style="list-style-type: none"> <li>• Define what is a business strategy and how it relates to a business</li> <li>• Highlight and review the five management tasks</li> <li>• The purpose of a business strategy</li> <li>• Examine strategic market management</li> <li>• Discuss marketing role in strategy</li> <li>• Identify and discuss strategic analysis</li> <li>• Understand implementing a strategy</li> </ul> <p><b>Chapter 2 - External and Customer Analysis</b></p> <ul style="list-style-type: none"> <li>• External Analysis</li> <li>• The Scope of Customer Analysis</li> <li>• Segmentation</li> <li>• Customer Motivations</li> <li>• Unmet Needs</li> </ul> |               |
| <b>LEARNING ACTIVITIES</b>              | <ul style="list-style-type: none"> <li>• Discuss the notion of Business Strategy.</li> <li>• Identify the elements that must be determined in establishing a business strategy</li> <li>• Know what is involved in strategy identification and selection.</li> <li>•</li> </ul>  |               |
| <b>HOMEWORK &amp; ASSIGNED READINGS</b> | <p><b>Homework I – Page 36</b></p> <p>Review Chapter 3</p>   |               |
| <b>DATE</b>                             | <b>Chapter 3</b>   | <b>WEEK 2</b> |
| <b>SPECIFIC OBJECTIVES</b>              | <ul style="list-style-type: none"> <li>• Understand who are your competitors and why completion is important</li> <li>• Review A SWOT Analysis and its components</li> </ul>   |               |
| <b>TOPIC (S)</b>                        | <p><b>Competitor Analysis</b></p> <ul style="list-style-type: none"> <li>• Identifying Competitors—Customer-Based Approaches</li> <li>• Identifying Competitors—Strategic Groups</li> <li>• Potential Competitors Competitor Analysis—Understanding Competitors Competitor Strengths and Weaknesses</li> <li>• The Competitive Strength Grid</li> </ul>  |               |

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|   | <ul style="list-style-type: none"> <li>• Obtaining Information on Competitors</li> </ul>   |
| <b>LEARNING ACTIVITIES</b>              | <ul style="list-style-type: none"> <li>• Identify and discuss the dimensions that comprise the environment within which the firm operates.</li> <li>• Know how to conduct an environmental analysis and to identify opportunities or threats to an organization.</li> <li>• Discuss the options open to firms for dealing with strategic uncertainty.</li> <li>• Identify the elements involved in conducting a firm's internal analysis.</li> <li>• Identification of the organization's strengths and weaknesses based upon its assets and competencies as a result of conducting an internal analysis.</li> </ul> |
| <b>HOMEWORK &amp; ASSIGNED READINGS</b> | Review SWOT Analysis   |
| <b>DATE</b>                             | <b>Chapter 4</b> <b>WEEK 3</b>   |
| <b>SPECIFIC OBJECTIVES</b>              | <ul style="list-style-type: none"> <li>• Understand the emergence of submarkets and why market growth is important</li> <li>• Recognized different markets and analyze them</li> <li>• Have a solid knowledge of trends vs fad</li> <li>• Discuss homework questions</li> </ul>  |
| <b>TOPIC (S)</b>                        | <p><b>Market/Submarket Analysis</b></p> <ul style="list-style-type: none"> <li>• Dimensions of a Market/Submarket Analysis</li> <li>• Emerging Submarkets</li> <li>• Actual and Potential Market or Submarket Size Market and Submarket Growth</li> <li>• Market and Submarket Profitability Analysis</li> <li>• Market Trends</li> <li>• Cost Structure</li> <li>• Key Success Factors</li> <li>• Risks in High-Growth Markets</li> </ul> <p><b>Due: Group Project Topic</b><br/><b>Due: Project Draft</b></p>  |
| <b>LEARNING ACTIVITIES</b>              | <ul style="list-style-type: none"> <li>• Class discussion and Trends vs Fads</li> <li>• Watch video on business trends and societal fads</li> </ul>  |
| <b>HOMEWORK &amp; ASSIGNED READINGS</b> | <p>Continue research and work on final project</p> <p>Review Exam 1 Chapters and Questions</p> <p><b>Review - Chapters 72 – 87</b></p>   |

| DATE                         | Chapter 5   | WEEK 4 |
|------------------------------|---|--------|
| SPECIFIC OBJECTIVES          | <ul style="list-style-type: none"> <li>• Identify how technology has and will continue to change business</li> <li>• Discuss examples technology trends</li> <li>• Recognize the importance of recycle and protecting the environment</li> </ul>  |        |
| TOPIC (S)                    | <b>Environmental Analysis and Strategic Uncertainty</b> <ul style="list-style-type: none"> <li>• Technology Trends</li> <li>• Consumer Trends</li> <li>• Government/Economic Trends</li> <li>• Dealing with Strategic Uncertainty</li> <li>• Impact Analysis—Assessing the Impact of Strategic Uncertainties</li> <li>• Scenario Analysis</li> </ul>                                      |        |
| LEARNING ACTIVITIES          | <ul style="list-style-type: none"> <li>• Understand cultural and technological changes in the marketplace</li> <li>• Understand the green movement</li> <li>• View Zappos video on Environmental aspects of business Growth</li> </ul>  |        |
| HOMEWORK & ASSIGNED READINGS |   |        |
| DATE                         | Chapter 6   | WEEK 5 |
| SPECIFIC OBJECTIVES          | <b>EXAM I – Chapters 1 – 4</b>  |        |
| TOPIC (S)                    | <b>Internal Analysis</b> <ul style="list-style-type: none"> <li>• Analyze the four aspects of an internal analysis</li> <li>• Discuss how a business earns a profit</li> <li>• Discuss the objective of firms and how they maximize profit</li> <li>• Define the SWOT Analysis</li> <li>• Examine how brand loyalty can affect cost</li> <li>• Discuss sales and profitability</li> </ul> |        |
| LEARNING ACTIVITIES          | <ul style="list-style-type: none"> <li>• Discussion of SWOT and turning negatives into positives</li> <li>• Watch Apple 1980s Video</li> </ul>  |        |
| HOMEWORK & ASSIGNED READINGS | <b>Homework 2: Based on Chapter 5</b><br><b>Minimum two page paper discussing the following topics and their correlation.</b>   |        |

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|   | <ul style="list-style-type: none"> <li>• Trends in Retailing and Transformational technology and innovation</li> <li>• Environmental Trends That Matter to a business</li> </ul>   |
| <b>DATE</b>                             | <b>Chapter 7</b> <b>WEEK 6</b>   |
| <b>SPECIFIC OBJECTIVES</b>              | <ul style="list-style-type: none"> <li>• Define the purpose of having an competitive advantage</li> <li>• Discuss Homework II questions</li> </ul>   |
| <b>TOPIC (S)</b>                        | <ul style="list-style-type: none"> <li>• Creating Advantage: Synergy and Commitment vs. Opportunism vs. Adaptability</li> <li>• The Sustainable Competitive Advantage</li> <li>• The Role of Synergy</li> <li>• Strategic Commitment, Opportunism, and Adaptability</li> </ul>   |
| <b>LEARNING ACTIVITIES</b>              | <ul style="list-style-type: none"> <li>• Why is synergy critical to the business</li> <li>• Analysis of the examples raised in class.</li> <li>• Differentiate between Strategic Commitment, Opportunism, and Adaptability</li> </ul>  |
| <b>HOMEWORK &amp; ASSIGNED READINGS</b> | <p>Continue research and work on final project</p> <p><b>Homework:</b></p>   |
| <b>DATE</b>                             | <b>Chapter 8</b> <b>WEEK 7</b>   |
| <b>SPECIFIC OBJECTIVES</b>              | <p><b>Exam 2 – Midterm on Chapters 6 – 8</b></p> <ul style="list-style-type: none"> <li>• Define value propositions and how it relates to a business overall performance</li> <li>• Examine the four models of markets: competition, monopoly, monopolistic competition and oligopoly</li> <li>• Review the strategic options</li> </ul> |
| <b>TOPIC (S)</b>                        | <ul style="list-style-type: none"> <li>• Alternative Value Propositions</li> <li>• Business Strategy Challenges</li> <li>• Alternative Value Propositions</li> <li>• Superior Quality (Service, TQM, Quality)</li> <li>• Value</li> </ul>  |
| <b>LEARNING ACTIVITIES</b>              | <ul style="list-style-type: none"> <li>• Understand the premise of price, cost vs value</li> <li>• Analyze and understand Total quality management (TQM) Discussion of chapter topics</li> </ul>   |
| <b>HOMEWORK</b>                         | Continue research and work on final project  |

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| <b>&amp; ASSIGNED READINGS</b>          |  |
| <b>DATE</b>                             | <b>Chapter 9 -10</b> <b>WEEK 8</b>   |
| <b>SPECIFIC OBJECTIVES</b>              | <ul style="list-style-type: none"> <li>• Discuss global issues in branding and packaging</li> <li>• Explore the benefits of branding and brand strategies</li> </ul>   |
| <b>TOPIC (S)</b>                        | <ul style="list-style-type: none"> <li>• Building and Managing Brand Equity</li> <li>• Brand Awareness</li> <li>• Brand Loyalty</li> <li>• Brand Associations</li> <li>• Brand Identity</li> <li>• Identify prominent brands and their impact on the market</li> <li>• <b>Towards a Strong Brand Relationship (Chapter 10)</b></li> <li>• Understanding and Prioritizing Brand Touch-points</li> <li>• Focusing on the Customer's Sweet Spot</li> <li>• How to Create or Find a Customer Sweet Spot –</li> <li>• Get Beyond Functional Benefits</li> </ul> |
| <b>LEARNING ACTIVITIES</b>              | <ul style="list-style-type: none"> <li>• Define the differences between Brand: awareness, loyalty equity and identity components.</li> <li>• Explain how they provide value to the a firm</li> <li>• Identify and discuss the notion of the firm's product/service strategy including life cycle, positioning, and branding.</li> <li>• Identify and discuss the elements of global strategies as distinct from domestic or multinational strategies.</li> </ul>   |
| <b>HOMEWORK &amp; ASSIGNED READINGS</b> | Continue research and work on final project<br><b>Homework III – Discuss what is a brand and the branding strategies used on a popular brand. Minimum two pages paper.</b>   |
| <b>DATE</b>                             | <b>Chapter 11</b> <b>WEEK 9</b>  |
| <b>SPECIFIC OBJECTIVES</b>              |  |
| <b>TOPIC (S)</b>                        | <ul style="list-style-type: none"> <li>• <b>Energizing the Business</b></li> <li>• Innovating the Offering</li> <li>• Energizing the Brand and Marketing</li> <li>• Increasing the Usage of Existing Customers</li> </ul>  |
| <b>LEARNING ACTIVITIES</b>              | <ul style="list-style-type: none"> <li>• Group discussion – Starting an business and Entrepreneurship</li> </ul>   |
| <b>HOMEWORK &amp; ASSIGNED READINGS</b> |  |
| <b>DATE</b>                             | <b>Chapter 12</b> <b>WEEK 10</b>   |
| <b>SPECIFIC</b>                         | <b>Exam III – Chapters 9 –12</b>   |

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| <b>OBJECTIVES</b>                       | <ul style="list-style-type: none"> <li>• Implementation strategies</li> </ul>  |
| <b>TOPIC (S)</b>                        | <p><b>Leveraging the Business</b></p> <ul style="list-style-type: none"> <li>• Which Assets and Competencies Can Be Leveraged?</li> <li>• Brand Extensions</li> <li>• Expanding the Scope of the Offering</li> <li>• New Markets</li> <li>• Evaluating Business Leveraging Options</li> <li>• The Mirage of Synergy</li> </ul> |
| <b>LEARNING ACTIVITIES</b>              | <ul style="list-style-type: none"> <li>• Analysis of the examples raised in class.</li> <li>• Group discussion</li> <li>• Engage in group activity led by instructor</li> </ul>  |
| <b>HOMEWORK &amp; ASSIGNED READINGS</b> | <b>Due: First Draft of Final Project</b>   |
| <b>DATE</b>                             | <b>Chapter 13</b> <b>WEEK 11</b>   |
| <b>SPECIFIC OBJECTIVES</b>              |  |
| <b>TOPIC (S)</b>                        | <ul style="list-style-type: none"> <li>• Creating New Businesses</li> <li>• Create "Must Haves," Rendering Competitors Irrelevant</li> <li>• The Innovators Advantage</li> <li>• Managing Category Perceptions</li> <li>• Creating New Business Arenas</li> <li>• From Ideas to Market</li> </ul>                              |
| <b>LEARNING ACTIVITIES</b>              | <ul style="list-style-type: none"> <li>• Analysis of the examples raised in class.</li> <li>• Visual aids used for lesson</li> <li>• Group discussion of chapter topics</li> </ul>   |
| <b>HOMEWORK &amp; ASSIGNED READINGS</b> | <b>Homework III – Discuss the advantages and disadvantages of being innovative and starting a new business in the current marketplace.</b>   |
| <b>DATE</b>                             | <b>Chapter 14</b> <b>WEEK 12</b>   |
| <b>SPECIFIC OBJECTIVES</b>              | <ul style="list-style-type: none"> <li>•</li> </ul>  |
| <b>TOPIC (S)</b>                        | <ul style="list-style-type: none"> <li>• Global Strategies</li> <li>• Motivations Underlying Global Strategies</li> <li>• Standardization vs. Customization</li> <li>• Expanding the Global Footprint</li> <li>• Strategic Alliances</li> <li>• Global Marketing Management</li> </ul>   |
| <b>LEARNING ACTIVITIES</b>              | <ul style="list-style-type: none"> <li>•</li> </ul>  |



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|---|---|
| <b>HOMEWORK &amp; ASSIGNED READINGS</b> | Editing & Revision of Final Project   |
| <b>DATE</b>                             | <b>Chapter 15</b> <b>WEEK 13</b>  |
| <b>SPECIFIC OBJECTIVES</b>              | <b>Review Homework 4</b>  |
| <b>TOPIC (S)</b>                        | <b>Setting Priorities for Businesses and Brands—The Exit, Milk, and Consolidate Options</b> <ul style="list-style-type: none"> <li>• The Business Portfolio</li> <li>• Divestment or Liquidation</li> <li>• The Milk Strategy</li> <li>• Prioritizing and Trimming the Brand Portfolio</li> </ul> |
| <b>LEARNING ACTIVITIES</b>              | <ul style="list-style-type: none"> <li>• Group discussion</li> <li>• Analysis of the examples raised in class.</li> <li>• Discussion of chapter topics</li> <li>• Review of previous chapter terms</li> </ul>   |
| <b>HOMEWORK &amp; ASSIGNED READINGS</b> | Editing & Revision of Final Project<br>Review of Final Exam   |
| <b>DATE</b>                             | <b>WEEK 14</b>  |
| <b>SPECIFIC OBJECTIVES</b>              | <ul style="list-style-type: none"> <li>• <b>Final Exam – Chapters 13 – 15</b></li> <li>• Final Presentation</li> <li>• Final Project</li> <li>• A Recap of Strategic Market Management</li> <li>• Discuss Organizational Levers and Their Link to Strategy</li> </ul>                             |
| <b>TOPIC (S)</b>                        |   |
| <b>LEARNING ACTIVITIES</b>              | <ul style="list-style-type: none"> <li>• Review post lecture evaluation</li> <li>• What was learnt and accomplished from overall lecture discussion</li> </ul>  |

**HOMEWORK  
& ASSIGNED  
READINGS**

*Instructional Methods*

**Broadening the Concept of a Brand**

The methods of instruction will be influenced by institutional constraints, class size, class meeting length, course length, and individual instructor style. Usually, student interest and learning is enhanced by the use of multiple instructional methods. Aside from the traditional assignment of textbook readings and presentation of lectures based on these readings, methods of instruction might include the following:

1. A review of the questions at the end of each chapter.
2. Check of the reading.
3. Analysis of assigned readings.
4. Group discussions.
5. Individual and group discussions.
6. Preparation of reports.
7. Preparation of a didactic plan.
8. Carrying out a micro-class.

*Additional Instructional Materials and References*

Videos, Handouts, Periodicals  
Trending Marketing News

*Assessment Criteria and Methods of Evaluating Students*

|           |      |
|-----------|------|
| 96 – 100% | → A  |
| 90 – 95%  | → A- |
| 87 – 89%  | → B+ |
| 83 – 86%  | → B  |
| 80 – 82%  | → B- |
| 77 – 79%  | → C+ |
| 73 – 76%  | → C  |
| 70 – 72%  | → C- |
| 67 – 69%  | → D+ |
| 63 – 66%  | → D  |
| 60 – 62 % | → D- |
| < 59%     | → F  |

**Do not count on a curve!**



Generally, the grades “A” through “C-” are considered passing grades. Grades "W" and "I" indicate that no grades were earned for the course. A "W" grade indicates that the student withdrew from the course.

An "I" grade indicates that the student was passing the course, but failed to complete all the required course work. The instructor, in his/her discretion may grant an "I" grade instead of an "F", pending completion of the course work by the student within a specified time arranged by the instructor and told to the student. It is the student's responsibility to follow-up with the instructor to complete the course work. If the course work is not completed by the arranged time, the “I” grade becomes an “F”.

#### *Distribution of Grade Elements*

|                         |                |
|-------------------------|----------------|
| Homework: (I.II.III)    | 15% (5% each)  |
| Exams I, II, III, IIII  | 40% (10% each) |
| Final Presentation (1): | 25%            |
| Final Research Project: | 20%            |
| <b>Total:</b>           | <b>100 %</b>   |

Date Syllabus Was Last Reviewed: Date: 05/06/2016