This course is intended to introduce you to the essentials of marketing: how firms and consumers behave and what strategies and methods marketers can use to successfully operate in today's dynamic environment. Specifically, the course goals are:

- To define the strategic role of marketing in the firm.
- To introduce students to the key elements of marketing analysis.
- To provide a sound conceptual and theoretical “tool kit” for analyzing marketing problems.
- To advance your understanding of the marketing process as a framework of looking at the world.

**Course Organization**

There are three main components of this course:

- **Class sessions:** Classes will involve a blend of case discussions and lectures. Students should be prepared to discuss the assigned cases in detail.
- **Teamwork:** A significant amount of the work for this course will be done in groups. Although this work is done entirely outside the classroom, students’ contributions to these efforts are considered an integral aspect of the course.
- **Individual work:** In addition to preparing for class sessions (including responding to the weekly case prep questions), students will do two exercises and the final exam on an individual basis.

**Groups**

As noted above, teamwork is an essential component of the course. Groups will be formed during the first week of class and should be 4-6 students each. Students will work in these teams to prepare for case discussions and written assignments.

For each written assignment, one of the group members will act as the team leader. The team leader's job responsibilities include scheduling group meetings and submitting the case write up. In situations when there is a disagreement between group members (e.g., deciding on the best course of action), the team leader will make the final decision. Team leaders will change after each assignment.

To ensure equal participation on group projects, team members are requested to evaluate each other's performance using the Team Evaluation Form. This form is to be submitted any time after the completion of the last group assignment and before the deadline for the final exam.
Assignments

Weekly
Each week students will submit individual solutions for the case(s) assigned using the online form following each case. All individual case solutions are due by 1pm the Wednesday before the class in which the case is discussed.

In addition, your group will also submit a solution using the same form and due by 11pm the Wednesday before class. The process of explaining/convincing teammates of your individual position enhances both individual learning and the quality of the class discussion.

Although not formally graded, these case assignments are an important aspect of your preparation for the in-class case discussion.

Quantitative Assignment
There is one quantitative assignment on financial aspects of marketing. Details and the submission template will be made available on Canvas.

Cases Memos
There are two written case assignments: Calyx Flowers and Datril. Each team will prepare a single case write-up for each assignment. Use the case write-up template available on the Canvas website to write your analysis. The case assignment format is designed to enhance your analytical skills and your ability to communicate ideas in a clear, succinct, and persuasive manner.

All written assignments should be submitted by email as attachments following the case submission guidelines. All assignments are due by 1pm the day before the class in which the case is discussed. Late cases will not be accepted. Please anticipate scheduling conflicts and submit early if necessary.

Final Exam
The final exam is a case analysis. The case will be distributed in week 9. This is a take-home assignment. The case analysis format and grading criteria are the same as for cases discussed in class. Early submissions are welcome.

Course Readings
- The course pack is required.
- Alexander Chernev, *Strategic Marketing Management, 8th edition*, Cerebellum Press, 2014 is strongly recommended and will be extensively used throughout the course. This provides concise, but thorough coverage of key subjects and is valuable both in the class and as a reference later.

Should you desire additional reading, there are two other texts which are at the top of the list for students of Marketing. Alice M. Tybout and Bobby J. Calder, *Kellogg on Marketing, Second Edition*, John Wiley & Sons, 2010. Multiple Kellogg professors contributed to this book which covers both key principles as well as emerging topics in the field. Also, Philip Kotler and Kevin Lane Keller, *Marketing Management, 14*, Prentice Hall, 2012. This book provides a
comprehensive discussion of marketing concepts, frameworks and terminology illustrated by brief real-world case studies. It has great depth and is an excellent reference book.

However, these two texts are not the explicit focus of our class discussion or your assignments and, therefore, are not required for the course.

**Grading**

Each student's overall course grade will be based upon the following:

- Class contribution (individual) 20%
- Quantitative assignment (group) 5%
- Case Memo 1 (group) 20%
- Case Memo 2 (group) 20%
- Final exam (individual) 35%

Case memos are graded on a 10 pt scale as follows:

- 9-10: **Excellent**: A coherent strategy is presented in a persuasive and compelling manner. Case information and sound logic are used not only to support the strategy, but also to explain why it is superior to alternative courses of action.
- 7-8: **Good**: A coherent strategy is presented and strong arguments in favor of the strategy are given.
- 5-6: **Adequate**: Recommendations reflect a grasp of some key issues and some support is provided.
- 3-4: **Weak**: Some sound observations about the case situation, but recommendations are not supported.
- 1-2: **Unsatisfactory**: Set time to meet with me.

Class participation grading is based on completion of the Qualtrics surveys in advance of each class meeting, attendance (you can’t participate if you’re not there), the quality of the contributions that you make to class discussion (*quality not quantity*...be sure you give others a chance to participate too), and on feedback on your participation in group assignments from your team.

Please feel free to ask any questions in or outside of class to maximize your understanding of the material. You will not be evaluated on questions that you ask to clarify lecture or course material. If you have a question, chances are that the same question is on the minds of some of your classmates as well. Thus, you are doing the class a favor by asking it.

Final grades usually range from A to C. The grading is “on the curve” and, in accordance with guidelines set by the dean’s office for core courses, the total number of A’s in any given section will not exceed 40%. Keep in mind that your grade is not always a perfect indicator of your potential marketing skills; it simply reflects your performance on the set of specific tasks outlined above.

**Attendance Policy**

- Students taking this course for a credit must attend the first class.
- It is strongly recommended that students attend every class session.
Missing more than two class sessions is strongly discouraged and may lead to a grade adjustment. If you know your work schedule will require you to miss multiple classes during the term, it is recommended that you not enroll in the class this quarter.

Students are required to e-mail me at kevin-mctigue@kellogg.northwestern.edu each time they miss a class noting the reason why and how many classes they have previously missed. This must be sent before the class session. In case of emergencies, the absence form can be submitted after the student has missed a class but no later than two days after the class.

**Honor Code**

In addition to Kellogg's Honor Code, the following rules apply to this class:

- Written cases are to be prepared by group members only. The cases are not to be discussed with out-of-group members. In addition using case-related information other than what is provided in your course pack or on the website is not permitted.
- The final exam should be done individually.
- Solutions to cases and assignments should never be discussed with students outside class.

**Classroom Etiquette**

- To provide an optimal learning experience, students are asked to refrain from eating and/or using laptops/electronics during class sessions unless they have previous permission from me.
- Mobile phone use in class is restricted to emergencies only.
- We will start every class on time at 9am and end by noon. Please be ready to start on time.
- Students are expected to remain in the classroom for the duration of the class. If you must leave early due to unavoidable circumstances, please inform the instructor before class.

**Class Schedule**

The details of the class will be available on the Canvas website along with specific assignment and due dates. The outline of the class roughly follows the basic outline of a marketing plan.

- Goals
- Situation Analysis
- Value Creation in B2B and B2C
- Segmentation & Targeting
- Positioning
- Tactics
  - Distribution
  - Product & Services Marketing
  - Branding, Pricing, Incentives
  - Communications
  - Innovation