

MKT 7010 (G01) (3.0 CH)
MARKETING MANAGEMENT
WINTER 2024

TERRITORY ACKNOWLEDGEMENT

The University of Manitoba campuses are located on original lands of Anishinaabeg, Cree, Oji-Cree, Dakota and Dene peoples, and on the homeland of the Métis Nation. We respect the Treaties that were made on these territories, we acknowledge the harms and mistakes of the past, and we dedicate ourselves to move forward in partnership with Indigenous communities in a spirit of reconciliation and collaboration.

INSTRUCTOR

Name:	Kiran Pedada	Office Location:	414 Drake Centre
Phone:	204-478-8130	Office Hours:	Thursday 2-4pm/ by appointment
Fax:		Class Room:	103 Drake
Email:	kiran.pedada@umanitoba.ca	Class Time:	Thursday 6:15 to 9:30pm

COURSE DESCRIPTION

This course addresses the management challenge of designing and implementing the best combination of marketing actions to carry out a firm's strategy in its target markets. Specifically, this course seeks to develop your skills in applying the analytical perspectives, decision tools, and concepts of marketing to the following decisions: segmentation, targeting, and positioning, product, pricing, distribution, and promotion.

COURSE OBJECTIVES

On course completion, you should be able to:

- Critically evaluate the elements of a marketing program.
- Develop a marketing plan by clearly defining marketing problems, analyzing strategic alternatives, identifying opportunities, and interpreting their implications.
- Comprehend and appreciate how the various elements of successful marketing programs interrelate.

COURSE MATERIALS

The course material consists of the course packet. The packet contains all the relevant readings and cases. The course packet needs to be purchased through the link provided in UMLearn. There is no specific textbook for the course. In addition, supplementary material may be delivered on a class-to-class basis. These materials will be distributed in class and posted to UMLearn.

Please respect copyright laws. Photocopying textbooks or other reading material is a violation of copyright laws and is unethical, unless permission to copy has been obtained.

COURSE ASSESSMENT

Student progress will be assessed through:

- Class Contribution (worth 20%)
- Individual Write-up on Cases (worth 30%)
- Group Case Presentation (worth 10%)
- Group Project Report and Presentation (worth 40%)

Class Contribution: Class contribution is a major aspect of the course. Students' learning will be greatly enhanced by exchanging and discussing their ideas and views in the class. Contributions to the class, especially during case discussions, will be expected. Evaluation of class contribution will be based on both the quality and the quantity of students' contributions, especially during case discussions. Quality of contributions, however, will receive greater consideration than quantity of contributions. Class attendance and punctuality, therefore, are very essential.

Individual Written Case Analysis: The objective of the individual written case analysis reports is to develop the students' ability to present their analysis of the case and their recommended plan in a written form. Each student should submit two individual case analysis write-ups. The format of the submission will be up to 2 pages, 1-inch margins, single spaces, Calibri 11 font.

Group Case Presentation: Each group will be assigned a case to present in the class. I will share the details of the group assignments in class.

Group Project Report and Presentation: The objective of the group project is to create a marketing strategy for a firm of your choice. You can collect the data from secondary sources or (and) discussions with people associated with the company. There will be a group project presentation in the last session of the course. I will provide more details about the group project in class.

This course will be using the following letter-grading scheme:

Of all the students who get 50% or over in the course:

- top 5% of the class will get an A+
- next 15% will get an A
- next 30% will get a B+
- next 25% will get a B
- next 15% will get a C+
- next 5% will get a C
- next 5% will get a D
- Getting less than 50% in the course will result in an F grade.

The letter grades are based on where your course total marks are on the above curve, regardless of the absolute number. For example, it is possible for you to get 90% in the course

and not get an A if you were not in the top 20% of the class. Likewise, you may get 70% and still get an A if you are in the top 20% of the class. So, it can work both ways.

NOTE: Class attendance is required. Missing more than 20% of this course due to absence from lectures may result in a failing grade. It is your responsibility to inform your professor, in advance if possible, of your absence and the reason for it:

- 1) if **medical**, self-declaration form must be submitted for an illness lasting 5 consecutive days or less <https://umanitoba.ca/governance/governing-documents-students#self-declaration-for-brief-or-temporary-student-absences>, no later than 48 hours after the end of the brief absence; a medical note from your physician must be submitted for an illness lasting more than 5 days;
- 2) if a **work commitment**, a signed letter on letterhead from your supervisor is required in advance, noting clearly the date(s) you must be away for your work commitment(s);
- 3) if for **student competitions**, an email from your Asper team coach must be received in advance indicating the dates you are away at competition.

The professor will then decide how to deal with the impact of the missed classes on your final grade.

COURSE SCHEDULE

Session	Date	Topics	Reading
1A	Jan 25, 2024	Introduction to the Course and The Role of Marketing in the Firm	Reading: What is Marketing? Product#: SMU830-PDF-ENG
1B	Jan 25, 2024	Situation Analysis	Reading: Marketing Analysis Toolkit: Situation Analysis Product#: 510079-PDF-ENG
2A	Feb 1, 2024	Introduction to Marketing Math	Reading: Note on Low-Tech Marketing Math Product#: 599011-PDF-ENG
2B	Feb 1, 2024	Situation Analysis – Case *Individual case write-up due	Case: Launching Mobile Financial Services in Myanmar: The Case of Ooredoo Product#: CU199-PDF-ENG
3A	Feb 8, 2024	Segmentation and Targeting	No readings
3B	Feb 8, 2024	Positioning	No readings
4A	Feb 15, 2024	Product Strategy	Reading: Marketing Reading: Product Policy Product#: 8208-PDF-ENG
4B	Feb 15, 2024	Service Strategy	No readings
5A	Feb 29, 2024	Case on Product Strategy *Individual case write-up due	Case: Divami Design Labs – Rebuilding a Software Product with User-Centric Design Product#: ISB290-PDF-ENG

5B	Feb 29, 2024	Branding	Reading: Brands and Branding Product#: 503045-PDF-ENG
6A	Mar 7, 2024	Branding Case *Group Case Presentation	Case: Chetak: Revitalizing a Legacy Brand from the Past to the Future Product#: ISB328-PDF-ENG
6B	Mar 7, 2024	Retailing and Distribution Strategy	Reading: Designing Channels of Distribution Product#: UV2969-PDF-ENG
7A	Mar 14, 2024	Case on Retailing Strategy *Group Case Presentation	Case: Private Label Strategy at Amazon: Conflict Between Ethics, Seller Relationships, and Profitability Product#: ISB348-PDF-ENG
7B	Mar 14, 2024	Advertising Strategy	No readings
8A	Mar 21, 2024	Pricing Strategy	Reading: Marketing Reading: Pricing Strategy Product#: 8203-PDF-ENG
8B	Mar 21, 2024	Digital Marketing	No readings
9A	Mar 28, 2024	Case on Digital Marketing *Group Case Presentation	Case: Atomberg Technologies: Leveraging Digital Marketing to Accelerate Its Omnichannel Strategy Product #: ISB400-PDF-ENG
9B	Mar 28, 2024	Sales Strategy	
10A	April 4, 2024	Project Presentations	
10B	April 4, 2024	Project Presentations	

ACADEMIC REGULATIONS AND STUDENT SERVICES

HUMAN ETHICS APPROVAL FOR DATA COLLECTION

As part of coursework, if you will be collecting data from people who are not students in this class, you must obtain Human Ethics approval from the UofM's Research Ethics Board (REB) prior to data collection. This applies to data collection such as surveys, interviews, focus groups, experiments, video recording, etc., where a respondent is solicited for participation.

If the entire class will be working on the same project, your instructor will apply for human ethics approval from the REB. If individuals or small groups of students will be working on different projects, it is the responsibility of the students to obtain approval (only one group member needs to apply). Your instructor will tell you whether s/he will be or you need to. **When in doubt, please talk to your instructor.**

Instructions and forms to apply for human ethics approval can be found at:
<http://umanitoba.ca/research/orec/ethics/guidelines.html>

In most cases, you will be using the "Protocol Submission Form" which is under the "REB Forms - Fort Garry Campus" heading.

It can take up to six weeks to process human ethics applications and obtain approval. Therefore, plan early. Note that approval must be obtained prior to data collection and cannot be obtained during the data collection phase or retroactively. Violation can get you, your instructor, and the Asper School in serious trouble with the REB.

The following do not require REB approval:

- a) Projects where students are conducting the research on themselves during class time;
- b) Projects involving the use of records or information that is in the public domain, including the use of anonymous secondary data and surveys or questionnaires that have already been published;
- c) Projects involving the use of naturalistic observation where there is no reasonable expectation of privacy (i.e. public park).
- d) Practicum or job training projects where students are fully integrated into the organization's operational practices and are not conducting research;
- e) Projects where the intent is to use the information to provide advice, diagnosis, identification of appropriate interventions or general advice for a client;
- f) Projects where the intent is to develop skills which are standard practice within a profession (e.g. observation, assessment, intervention, evaluation, auditing); or
- g) Projects where the information gathering processes are part of the normal professional relationship between the student and the participants.

If you have any questions, please contact humanethics@umanitoba.ca or your instructor.

UNCLAIMED ASSIGNMENT POLICY

Pursuant to the FIPPA Review Committee's approved recommendations of August 15, 2007, all unclaimed student assignments will become the property of the faculty and will be subject to destruction six months after the completion of any given academic term.

STUDENT SERVICES AND SUPPORTS

The University of Manitoba provides many different services that can enhance learning and provide support for a variety of academic and personal concerns. You are encouraged to visit the below websites to learn more about these services and supports. If you have any questions or concerns, please do not hesitate to contact your instructor or the Graduate Program Office.

For Information on...	...follow this link
Course Outlines, Year-at-a-Glance, Concentrations, Textbooks, VW Dates and Final Exams	Asper Graduate Student Resources
Exam Rescheduling Policy - <i>Please refer to Missing a Test/Exam on page 18 of the MBA Student Handbook</i>	MBA Student Handbook

Help with research needs such as books, journals, sources of data, how to cite, and writing	Library Resources
Tutors, workshops, and resources to help you improve your learning, writing, time management, and test-taking skills	Writing and Learning Support
Support and advocacy for students with disabilities to help them in their academic work and progress	Student Accessibility Services
Copyright-related questions and resources to help you avoid plagiarism or intellectual property violations	Copyright Office
Student discipline bylaws, policies and procedures on academic integrity and misconduct, appeal procedures	Academic Integrity
Policies & procedures with respect to student discipline or misconduct, including academic integrity violations	Student Discipline
Students' rights & responsibilities, policies & procedures, and support services for academic or discipline concerns	Student Advocacy
Your rights and responsibilities as a student, in both academic and non-academic contexts	Your rights and responsibilities
Full range of medical services for any physical or mental health issues	University Health Service
Information on health topics, including physical/mental health, alcohol/substance use harms, and sexual assault	Health and Wellness
Any aspect of mental health, including anxiety, stress, depression, help with relationships or other life concerns, crisis services, and counselling.	Student Counselling Centre
Support services available for help regarding any aspect of student and campus life, especially safety issues	Student Support Case Management
Resources available on campus, for environmental, mental, physical, socio-cultural, and spiritual well-being	Live Well @ UofM
Help with any concerns of harassment, discrimination, or sexual assault	Respectful Work and Learning Environment
Concerns involving violence or threats, protocols for reporting, and how the university addresses them	Violent or Threatening Behavior

ACADEMIC INTEGRITY

I.H. Asper School of Business, The University of Manitoba

It is critical to the reputation of the I. H. Asper School of Business and of our degrees that everyone associated with our faculty behaves with the highest academic integrity. As the faculty that helps create business and government leaders, we have a special obligation to ensure that our ethical standards are beyond reproach. Any misconduct in our academic transactions violates this trust. The University of Manitoba Graduate Calendar addresses the issue of academic misconduct under the heading "Plagiarism and Cheating." Specifically, acts of academic misconduct include, but are not limited to:

- using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words
- duplicating a table, graph or diagram, in whole or in part, without referencing the source
- paraphrasing the conceptual framework, research design, interpretation, or any other ideas of another person, whether written or verbal (e.g., personal communications, ideas from a verbal presentation) without referencing the source
- copying the answers of another student in any test, examination, or take-home assignment
- providing answers to another student in any test, examination, or take-home assignment
- taking any unauthorized materials into an examination or term test (crib notes)
- impersonating another student or allowing another person to impersonate oneself for the purpose of submitting academic work or writing any test or examination
- stealing or mutilating library materials
- accessing tests prior to the time and date of the sitting
- changing name or answer(s) on a test after that test has been graded and returned
- submitting the same paper or portions thereof for more than one assignment, without discussions with the instructors involved.

Many courses in the I. H. Asper School of Business require group projects. Students should be aware that group projects are subject to the same rules regarding academic misconduct. Because of the unique nature of group projects, all group members must exercise extraordinary care to insure that the group project does not violate the policy on Academic Integrity. Should a violation occur on a group project, all group members will be held jointly accountable, no matter what their individual level of involvement in the specific violation.

Some courses, while not requiring group projects, encourage students to work together in groups (or at least do not prohibit it) before submitting individual assignments. Students are encouraged to discuss this issue as it relates to academic integrity with their instructor to avoid violating this policy.

In the I. H. Asper School of Business, all suspected cases of academic misconduct involving a graduate student (i.e. MBA, MFin, MSCM, MSc or PhD student) will be reported directly by the instructor to the Dean of the Faculty of Graduate Studies.

AI TOOLS

AI tools can be used to enhance learning and problem-solving skills, but they should not replace independent thinking and learning. Students must exercise critical thinking when using AI tools and acknowledge their use in academic work. Prohibited uses include generating or completing academic work with AI tools without appropriate

acknowledgement. Academic honesty is paramount, and students should accurately represent their individual effort and knowledge. Faculty will provide guidance on AI tool usage and incorporate discussions on AI ethics and academic integrity. Violations may lead to disciplinary actions, including academic penalties or suspension.

FACULTY BIOGRAPHY

I.H. Asper School of Business, The University of Manitoba

Kiran Pedada

Department of Marketing
I.H. Asper School of Business

Kiran Pedada is an Assistant Professor of Marketing and F. Ross Johnson Fellow at the Asper School of Business at the University of Manitoba. Previously, he was an Assistant Professor of Marketing and BAT Research Fellow at the Indian School of Business (ISB). At ISB, Kiran was voted "Teacher of the Year" for both 2020 and 2021. BusinessBecause named him one of the MBA Professors to Look Out For in 2020.

In Fall 2018, Kiran was a Visiting Scholar in Marketing at the Kenan-Flagler Business School, at the University of North Carolina - Chapel Hill. Kiran has also served as a faculty member of the Goldman Sachs 10,000 Women Ambassadors Program. He is a member of the Editorial Review Board of the prestigious marketing journal, *Journal of the Academy of Marketing Science*.

Kiran's research is centered on Marketing Strategy, with a focus on the financial and social impact of marketing, marketing organization, marketing strategies for digital environments, and emerging markets. His research has been published in premier academic journals such as the *Journal of the Academy of Marketing Science* and *International Journal of Research in Marketing*, as well as in practitioner journals such as *California Management Review* and *Management and Business Review*. His research has also been featured in Forbes, Fortune, and CNN. Kiran co-authored multiple cases on marketing and digital transformation that are available at *Harvard Business Publishing*.

Kiran earned his Ph.D. in Business Administration (Marketing) from the Rawls College of Business at Texas Tech University, where he won the 2017 Helen Devitt Jones Excellence in Graduate Teaching Award. His doctoral dissertation on international marketing alliance dissolutions in emerging markets won the prestigious 2019 AMS Mary Kay Inc. Doctoral Dissertation Award. Before pursuing his Ph.D., Kiran worked in management consulting and corporate strategy.