

國立台灣大學國際企業學研究所

行銷管理
Marketing Management

任課教師：任立中

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COURSE DESCRIPTION

This course is designed to help the students learn the basic concepts of modern marketing in a managerial/academic orientation way. It focuses on the major decisions that marketing managers put up their efforts to harmonize the objectives and resources of the organization with the needs and opportunities in the marketplace. Moreover, this class attempts to cover all the topics that a marketing manager needs to know, if time is permitted. It covers the main issues faced in strategic, tactical, and administrative marketing. Some of the newest development in marketing practice topics, such as database marketing, internet marketing, and customer relationship marketing are also included.

Thus, the objectives of this course are (1) to familiarize the students with the marketing theories and concepts; (2) to develop techniques in using a variety of analytical framework to implement such theories; and (3) to develop the skills in organizing an effective marketing management strategy in a real company case.

READING ASSIGNMENTS

Text: Perreault, McCarthy, and Cannon (2008), Basic Marketing: A Global- Managerial Approach, 16/e, McGraw-Hill. (華泰書局)

Articles from *Journal of Marketing*, *Journal of Marketing Research*, *Journal of Consumer Research*, *Harvard Business Review*, and other journals.

GRADING POLICY:

1. Midterm and Final Exam (20% for each exam)
The exams will be designed to measure how well the students have learned the text, assigned readings, and lecture material.
2. Group in-class presentation (20%)
The class will divide into 15 groups. Each group will present one article in the class for discussion. Performance of class participation will be considered as extra points and to be added to the final grade.
3. Term paper (40%)
Each one of you is required to hand in a term paper on the marketing field. Due date for the term paper is **January 14, 2008**. Later paper will NOT be accepted.

CLASS SCHEDULE**1. (September 17) Overview – Course Philosophy, Structure, and Policy**

Lecture: 1. Introduction to Course Philosophy, Structure, and Policy
2. The Heterogeneous and Dynamic in Consumer Behavior
3. Four Schools of Marketing Discipline

Assignments: 1. Decide a topic (a brand/product/service/industry) for the term paper.
2. Preview Chapter 1 Marketing's Value to Consumers, Firms, and Society.

2. (September 24) Moon Festival Holiday, no class**3. (September 29, Saturday) The Paradigm Shift in Modern Marketing Thoughts (I)**

Lecture: 1. Satisfy Consumer Needs – Reactive Marketing Paradigm
2. Shape Consumer Needs – Proactive Marketing Paradigm

Assignments: 1. Apply Reactive and Proactive Marketing thoughts to your project. (Section 1 and 2 of Term Paper)
2. Read and prepare to discuss the paper of Day and Montgomery (1999), "Charting New Directions for Marketing," *Journal of Marketing*, 63 (Special Issue), 3-13.
3. Preview Chapter 4 Evaluating Opportunities in the Changing Marketing Environment.

4. (October 1) The Paradigm Shift in Modern Marketing Thoughts (II)

Lecture: 1. Individualize Consumer Needs – Interactive Marketing Paradigm
2. Extend Consumer Needs – Chain-Reactive Marketing Paradigm

Discussion: Day and Montgomery (1999)

Assignments: 1. Apply Reactive and Proactive Marketing thoughts to your project. (Section 1 and 2 of Term Paper)
2. Discuss how to implement the concepts of Interactive and Chain-reaction Marketing theory your project. (Section 3 and 4)
3. Read and prepare to discuss the paper of Priem (2007), "A Consumer Perspective on Value Creation," *Academy of Management Review*, 32(1), 219-235.
4. Preview Chapter 2 Marketing Strategy Planning

5. (October 8) Marketing Planning and Its Environments

Lecture: Marketing Planning and Its Environments

Discussion: Priem (2007)

Assignments: 1. Conduct an analysis of BCG portfolio model for your project. (Sec. 5)
2. Read and prepare to discuss the paper of Little (1979), "Decision Support Systems for Marketing Managers," *Journal of Marketing*, 43 (Summer), pp. 9-27.
3. Preview Chapter 8 Improving Decisions with Marketing Information.

6. (October 15) Decision Support System and Marketing Research

Lecture: Decision Support System and Marketing Research

Discussion: Little (1979)

Assignments: 1. In your own words, describe how a marketing decision support system might help your project company and explain why such a system can add to the value

- of a marketing planning process. (Sec. 6)
2. Read and prepare to discuss the paper of Petty, Cacioppo and Schumann (1983), "Central and Peripheral Routes to Advertising Effectiveness: The Moderating Role of Involvement," *Journal of Consumer Research*, 10 (September), 135-146.
 3. Preview Chapter 5 Demographic Dimensions of Global Consumer Markets
 4. Preview Chapter 6 Final Consumers and Their Buying Behavior

7. (October 22) Consumer Buying Behavior and Decision Making

- Lecture:* Consumer Buying Behavior and Decision Making (I)
Discussion: Petty, Cacioppo and Schumann (1983)
Assignments:
1. Major market/consumer trends. (Sec. 7)
 2. The Roles in Group Decision. (Sec. 8)
 3. Read and prepare to discuss the paper of Du, Kamakura, and Mela (1999), "Size and Share of Customer Wallet," *Journal of Marketing*, 71 (April), 94-113.
 4. Preview Chapter 7 Business and Organizational Customers and Their Buying Behavior.

8. (October 29) Business-to-Business Marketing and Customer Value

- Lecture:*
1. Consumer Buying Behavior and Decision Making (II)
 2. Business-to-Business Marketing and Customer Value
- Discussion:* Du, Kamakura, and Mela (1999)
Assignments:
1. Make a High or Low Involvement Strategy analysis, including yours and competitors. (Sec. 9)
 2. Illustrate how consumer makes purchase decision about your product. Be prepared to discuss how the answers you put in each of five stages process would affect the marketing mix. (Sec. 10)
 3. Read and prepare to discuss the paper of Levitt (1980), "Marketing Success through Differential – of Anything," *Harvard Business Review*, January/February, 83-91.
 4. Preview Chapter 3 Focusing Marketing Strategy with Segmentation and Positioning.

9. (November 5) Market Segmentation and Product Positioning

- Lecture:* Market Segmentation and Product Positioning
Discussion: Levitt (1980)
Assignments:
1. List the types of current and potential segmenting dimensions and explain which you would try to target first in your project. (Sec. 11)
 2. Use Intuitive (Non-quantitative) Method to construct the perceptual map for developing positioning strategy. (Sec. 12)
 3. Read and prepare to discuss the paper of Bass (1969), "A New Product Growth Model for Consumer Durables," *Management Science*, Vol. 15, No. 5 (January), pp. 215-227.
 4. Preview Chapter 9 Elements of Product Planning for Goods and Services.

10. (November 12) Midterm Exam

11. (November 19) Product Development I

- Lecture:* Product Strategy (I) – Product Category, Product Life Cycle

Discussion: Bass (1969)

- Assignments:*
1. What types of “products” have being offered by your company and competitors? From the differentiation strategy perspective, how would you define your product category in the future? (Sec. 13)
 2. What are some characteristics of a new product that will help it to move through the early stages of the product life cycle more quickly? Briefly discuss each characteristic, illustrating with the product of your project. (Sec.14)
 3. Allenby and Ginter (1995), "Using Extremes to Design Products and Segment Markets," *Journal of Marketing Research*, 32 (Nov.), 392-403.
 4. Preview Chapter 10 Product Management and New-Product Development.

12. (November 26) Product Development II

Lecture: Product Strategy (II) – New Product Development Strategy

Discussion: Allenby and Ginter (1995)

- Assignments:*
1. Explain the importance of an organized new-product development process and illustrate how it might be used for your project company. (Sec. 15)
 2. Apply the exactly same format of Conjoint Analysis as shown in the class to design a new product that maximizes the consumer’s preference. (Sec. 16)
 3. Zeithaml, Valarie A., A. Parasuraman, and Leonard L. Berry (1985), "A Conceptual Model of Service Quality and Its Implications for Future Research," *Journal of Marketing*, 49 (4, Fall), 41-50.
 4. Preview Chapter 9 Elements of Product Planning for Goods and Services.

13. (December 3) Services Marketing

Lecture: Services Strategy

Discussion: Zeithaml, Parasuraman, and Berry (1985)

- Assignments:*
1. Setup a “Customer Relationship Management (CRM)” system for your project company. (Sec. 17)
 2. Bnsaou (1999), "Portfolios of Buyer-Supplier Relationships," *Sloan Management Review*, Summer, p. 35-44.
 3. Rangan, Menezes, and Maier (1992), “Channel Selection for New Industrial Products,” *Journal of Marketing*, 56, p. 71.
 4. Preview Chapter 11 Place and Development of Channel Systems
 5. Preview Chapter 12 Distribution Customer Service and Logistics
 6. Preview Chapter 13 Retailers, Wholesalers, and Their Strategy Planning

14. (December 10) Distribution and Channel Strategy

Lecture: Distribution and Channel Strategy

Discussion: 1. Bnsaou (1999)

2. Rangan, Menezes, and Maier (1992)

- Assignments:*
1. Discuss and suggest the best channel structure for your project company and how your marketing executive monitors channel members’ performance. (Sec. 18)
 2. Eastlack and Rao (1989), “APPLICATIONS: Advertising Experiments in the Campbell Soup Company,” *Marketing Science*, Vol. 8, No. 1, pp. 57-71.
 3. Preview Chapter 14 Promotion—Introduction to Integrated Marketing Communications
 4. Preview Chapter 16 Advertising and Sales Promotion.

15. (December 17) Advertising Management

Lecture: Integrated Marketing Communications: Advertising & Promotions

Discussion: Eastlack and Rao (1989)

- Assignments:*
1. Write up an ad and sales promotion action plan to carry out the strategies you did in the previous sections. (Sec. 19)
 2. Cravens, Ingram, LaForge, and Young (1993), "Behavior-Based and Outcome-Base Salesforce Control Systems," *Journal of Marketing*, Vol. 57 (October), pp. 47-59.
 3. Preview Chapter 15 Personal Selling and Customer Service.

16. (December 24) Personal Selling and Sales Management

Lecture: Personal Selling and Sales Management

Discussion: Cravens, Ingram, LaForge, and Young (1993)

- Assignments:*
1. As a marketing manager, you have to provide a sales training package to the new salesperson. What would that be in your project? (Sec. 20)
 2. Tellis, Gerard (1986), "Beyond the Many Faces of Price: An Integration of Pricing Strategies," *Journal of Marketing*, 50, 146-160.
 3. Preview Chapter 17 Pricing Objectives and Policies
 4. Preview Chapter 18 Price Setting in the Business World.

17. (December 31) Managing Pricing

Lecture: Pricing Strategy

Discussion: Tellis (1986)

- Assignments:*
1. Design the price structure and price schedule for your project. (Sec. 21)
 2. Jen and Wang (1998), "Incorporating Heterogeneity in Customer Valuation: An Empirical Study of Health Care Direct Marketing in Taiwan," *International Journal of Operations and Quantitative Management*, Vol. 4 (No. 3), pp. 217-228.
 3. Preview Chapter 20 Managing Marketing's Link with Other Functional Areas
 4. Preview Chapter 21 Developing Innovative Marketing Plans

18. (January 7) Customer Relationship Marketing (CRM)

Lecture: Strategic Database Marketing

Discussion: Jen and Wang (1998)

- Assignments:* Conclude all your analysis in one page of "Executive Summary".

19. (January 14) Final Exam

The List of Articles, Presentation Dates, and Assigned Groups

Date	Articles	Group
10/1	Day and Montgomery (1999), "Charting New Directions for Marketing," <i>Journal of Marketing</i> , 63 (Special Issue), 3-13.	1
10/8	Priem (2007), "A Consumer Perspective on Value Creation," <i>Academy of Management Review</i> , 32(1), 219-235.	2
10/15	Little (1979), "Decision Support Systems for Marketing Managers," <i>Journal of Marketing</i> , 43 (Summer), 9-27.	3
10/22	Petty, Cacioppo and Schumann (1983), "Central and Peripheral Routes to Advertising Effectiveness: The Moderating Role of Involvement," <i>Journal of Consumer Research</i> , 10 (September), 135-146.	4
10/29	Du, Kamakura, and Mela (1999), "Size and Share of Customer Wallet," <i>Journal of Marketing</i> , 71 (April), 94-113.	5
11/5	Levitt (1980), "Marketing Success through Differential – of Anything," <i>Harvard Business Review</i> , January/February, 83-91.	6
11/19	Bass (1969), "A New Product Growth Model for Consumer Durables," <i>Management Science</i> , Vol. 15, No. 5 (January), pp. 215-227.	7
11/26	Allenby and Ginter (1995), "Using Extremes to Design Products and Segment Markets," <i>Journal of Marketing Research</i> , 32 (Nov.), 392-403.	8
12/3	Zeithaml, Valarie A., A. Parasuraman, and Leonard L. Berry (1985), "A Conceptual Model of Service Quality and Its Implications for Future Research," <i>Journal of Marketing</i> , 49 (4, Fall), 41-50.	9
12/10	Bnsaou (1999), "Portfolios of Buyer-Supplier Relationships," <i>Sloan Management Review</i> , Summer, p. 35-44.	10
12/10	Rangan, Menezes, and Maier (1992), "Channel Selection for New Industrial Products," <i>Journal of Marketing</i> , 56, p. 71.	11
12/17	Eastlack and Rao (1989), "APPLICATIONS: Advertising Experiments in the Campbell Soup Company," <i>Marketing Science</i> , Vol. 8, No. 1, pp. 57-71.	12
12/24	Cravens, Ingram, LaForge, and Young (1993), "Behavior-Based and Outcome-Based Salesforce Control Systems," <i>Journal of Marketing</i> , Vol. 57 (October), pp. 47-59.	13
12/31	Tellis, Gerard (1986), "Beyond the Many Faces of Price: An Integration of Pricing Strategies," <i>Journal of Marketing</i> , 50, 146-160.	14
1/7	Jen and Wang (1998), "Incorporating Heterogeneity in Customer Valuation: An Empirical Study of Health Care Direct Marketing in Taiwan," <i>International Journal of Operations and Quantitative Management</i> , Vol. 4 (No. 3), pp. 217-228.	15