

University of Guelph
Department of Marketing and Consumer Studies
MSc Graduate Program

MCS 6120 - MARKETING MANAGEMENT
Winter 2011

Professor: Brent McKenzie, MBA, PhD
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Office/Phone: MINS-202A - 519-824-4120, ext. 52111
Class Location: TBA
Class Time: Wednesdays, 11:30am--2:20pm

Course Description: This course is designed to increase depth of knowledge of marketing by helping the student understand how marketing theory can directly affect marketing practice and firm performance. As this is an MSc course, and **NOT** an MBA course, there is an expectation that the level of critical thinking and knowledge growth falls within the realm of the science of marketing and/or the empirical nature of marketing research and is not simply about marketing practice.

Course Objectives:

The objectives of this course are to:

1. Increase students' depth of understanding of marketing by tying theories to marketing management.
2. Broaden students' knowledge of marketing by reviewing and discussing other areas of concern to marketing management.
3. Help students better understand information gathering and analysis by having them prepare and present an empirical paper (either original or replicated).
4. Provide an opportunity to further develop the students' knowledge base within a topic area that they may wish to pursue at the masters thesis level.

Pre-requisite: MCS 6100 Marketing Theory

Textbooks and Reading Material:

The course will consist of pertinent readings from academic texts and journals, and a limited number of readings from more practitioner scholarly journals such as Harvard Business Review, MIT Sloan Management Review, and the Journal of Marketing Theory and Practice.

M.J. D'Elia, our academic librarian, can provide library assistance if needed. His email is: mdelia@uoguelph.ca. M.J. also holds office hours for student consultation in MINS 255. These office hours are posted on Please contact him for his office hours.

Course Evaluation:

This course follows the grading scheme outlined in the University of Guelph Graduate Calendar: <http://www.uoguelph.ca/GraduateStudies/calendar/genreg/genreg-as.shtml>

90-100 (A+)	Outstanding. The student demonstrated a mastery of the course material at a level of performance exceeding that of most scholarship students and warranting consideration for a graduation award
80-89 (A)	Very Good to Excellent. The student demonstrated a very good understanding of the material at a level of performance warranting scholarship consideration.
70-79 (B)	Acceptable to Good. The student demonstrated an adequate to good understanding of the course material at a level of performance sufficient to complete the program of study.
60-69 (C)	Minimally Acceptable. The student demonstrated an understanding of the material sufficient to pass the course but at a level of performance lower than expected from continuing graduate students.
0-59 (F)	Fail: An inadequate performance

Similar to MCS 6100, there will be both written and oral assignments for this course.

Course assessment:

Class discussion and debates	27%
Weekly written critique of readings	28%
Major paper	45% (35% paper, 10% presentation)

Class Discussion and Debates (27%)

As this is a weekly readings course, and there is a strong expectation of active and lively debate and discussion of the weekly readings, the third component of the course evaluation is contribution to class discussions. Each student is expected to come to class prepared to: (1) actively discuss the weekly readings (2) take turns leading the weekly discussion (3) provide constructive feedback to one's classmates in terms of their contribution to the overall class learning.

Readings Critique (28%)

Each week, starting from **week 4 to week 10 (inclusive)**, each student must write and hand in a 1-1.5 page critique for each of the articles/readings assigned for that week. The critique would be due at the START of each class. Note that each week's critique is worth 4%.

Format for writing the critique

- (1) Title of the Reading/Article
- (2) Focus of the Reading/Key Terms ~ 1/5-1/4 page - point form

- (3) Overview of the Reading/Article ~ 1/4-1/2 page - point form
- (4) Personal Insights/Comments ~ 1/2-3/4 page - point form

As noted, the length should be one to one and half, single spaced, 1 inch margins, 12 font, plus any additional references if used.

Major Paper (45%)

Written Paper (35%)

The purpose of the major paper in MCS 6120 is to allow each student to explore one marketing management theory outside of (or extending) those covered in the class to develop additional breadth of marketing management knowledge. The major paper for this course requires the student to develop a new empirical study of a published marketing theory found in the Readings sections of this outline, or to develop a study to replicate the findings of one of the Readings. The purpose of the paper is to enhance student understanding of how empirical studies are set up and analyzed for marketing management purposes. This paper is expected to be of academic conference quality (e.g. ASAC, AOM, etc.) with a potential for future submission into a marketing conference.

Students are required to conduct a literature review on the theory, identifying assumptions about the theory, its application within business environment as reported in academic and peer reviewed literature and future uses of theory. Students are encouraged to assess the theory selected as it relates to their specific area of interest.

Major papers in this course must be related to the field of marketing management. Students must have the topic approved by the instructor, and this approval must be received prior to **Friday February 11th, 2011**. Any selection not pre-approved will be inadmissible as a major paper for this course.

A hard copy of the paper is due to the instructor (MINS 202A) by **noon on Friday, March 25th, 2011**. Any papers submitted after this time will be given a 10% (absolute value, not relative value) per day late penalty, including weekends. Papers must not exceed 15 double-spaced pages, including all tables and figures, but not including author information, title of the paper, abstract (maximum 100 words), all footnotes, endnotes, appendices, and references. You are required to use Times New Roman font size 12, and spell check and proof read your paper prior to submission. Also, with the exception of the title page, all pages are to be numbered.

Format for writing the paper

- a. Abstract
- b. Overview of the topic/theory
- c. Subsequent (if existing) literature that has empirically tested the theory
- d. Proposed methodology (including sampling frame, sample size, survey items, planned pre-tests, etc.)
- e. Proposed data analysis (all steps and actions).
- f. Proposed data exhibits

Students are required to adhere to the APA publication manual for abstract development, spacing, margins, headings, referencing styles, writing styles etc. Please consult the 5th or 6th

edition of the APA publication manual for detailed instructions (available at the library or can be purchased at the bookstore).

To assist in developing academic writing capabilities, grammar, argument construction, order, etc. are all relevant to grading.

Paper Presentation (10%)

Each student will also make a presentation of their paper to the class in week 11. The presentation must be no more than 20 (twenty) minutes with an equal amount of time available for discussion.

Weekly Topic Schedule:

Week 1 – Wednesday January 12th

- * **Introduce the course and course logistics.**
- * **Explain all course assignments with emphasis on the major empirical paper.**
- * **Discuss the different purposes of original and replicated empirical studies.**
- * **Discuss weekly readings process.**

Week 2 – Wed. Jan. 19th - Empirical Research and Replication Research

Readings: Empirical Research in Marketing

- (a) Finn, A., & McQuitty, S. (1994), "*Empirical Research in Macromarketing*," Journal of Macromarketing, 14, 63-68
- (b) Armstrong, J. (2003), "*Discovery and communication of important marketing findings: Evidence and proposals*", Journal of Business Research, 56, 69-84.
- (c) Svensson, G., & Wood, G. (2007), "*Research designs and scientific identity in marketing journals: Review and Evaluation*", European Journal of Marketing, 41, (5/6), 419-438.

Readings: Replication Research in Marketing

- (d) Hubbard, R., & Armstrong, J. (1994), "*Replications and extensions in marketing: Rarely published but quite contrary*", International Journal of Research in Marketing, (11), 233-248.
- (e) Easley, R., Madden, C., & Dunn, M. (2000), "*Conducting Marketing Science: The Role of Replication in the Research Process*", Journal of Business Research, 48, 83-92.

Week 3 – Wed. Jan. 26th – NOTE: THERE WILL BE NO CLASS THIS WEEK – each student must read the articles below and provide a single space 3 to 5 page analysis of the role of historic research in Marketing – do not simply summarize each article, but rather form a cogent discussion of how utilizing historic research in marketing contributes to the

development of marketing management thought - the report must be emailed (word document) to me at bmckenzi@uoguelph.ca by 11:30am on the 26th

Readings:

- (a) Jones, D., & Monieson, D. (1990), "*Historical Research in Marketing: Retrospect and Prospect*", Journal of the Academy of Marketing Science, 18 (4), 269-279.
- (b) Webster, F. (2009), "*Marketing IS management: The wisdom of Peter Drucker*", Journal of the Academy of Marketing Science, 37, 20-27.
- (c) Gunther, R. (2009). "*Peter Drucker—the grandfather of marketing: An Interview with Dr. Philip Kotler*" Journal of the Academy of Marketing Science, 37, 17-19.
- (d) Bourassa, M., Cunningham, P., & Handelman, J. (2007) "*How Philip Kotler has helped to shape the field of marketing*", European Business Review, 19, (2), 174-192

Weeks 4 – 10 (for these weeks, weekly written critiques are required)

Week 4 – Marketing Mix: Still Relevant to Marketing Theory?

Week 5 – Product and Services Marketing: Is there really a Difference?

Week 6 – Marketing Metrics: From Theory to Practice

Week 7 – Marketing Strategy versus Business Strategy

Week 8 – International Marketing: Is the Local/Global Debate Still Relevant?

Week 9 – Marketing Management: Criticisms and Concerns

Week 10 – The Future of Marketing: Ongoing Debate

Week 4 – Wed. Feb. 2nd

Discussion: The Marketing Mix – Still Relevant to Marketing Theory?

Readings:

- (a) Harvey, M., Lusch, G., & Cavarkapa, R. (1996) "*A Marketing Mix for the 21st Century*", Journal of Marketing Theory and Practice 4, (4), 1-14
- (b) Barksdale, H.C., Kelly, W.J., & MacFarlane, I. (1978) "*The Marketing Concept in the U.S. and the USSR: An Historical Analysis*", Journal of the Academy of Marketing Science, 6, (4), 258-277.
- (c) Håkansson, H. & Waluszewski, A. (2005) "*Developing a New Understanding of Markets: Reinterpreting the 4Ps*", The Journal of Business & Industrial Marketing, 20, (2/3), 110-117

Week 5 – Wed. Feb. 9th

Discussion: Product and Services Marketing – Is there really a Difference?

Readings:

- (a) Langford, B., & Cosenza, R. (1998) "*What is Service/Good Analysis?*", Journal of Marketing Theory and Practice, 6, (1), 16-26
- (b) Berry, L.L., Seiders, K., & Grewal, D. (2002) "*Understanding Service Convenience*", Journal of Marketing, 66, (3), 1-17

- (c) Ziamou, P., & Ratneshwar, S. (2003) *“Innovations in Product Functionality: When and Why are Explicit Comparisons Effective?”* Journal of Marketing 67, (2), 49-61

Week 6 – Wed. Feb. 16th

Discussion: Marketing Metrics – From Theory to Practice

Readings:

- (a) Anderson, E.W., Fornell, C. & Lehmann, D.R. (1994) *“Customer satisfaction, market share, and profitability: findings from Sweden”*, Journal of Marketing 58, 53–66
- (b) James T Rothe, J., Ferguson, J., Harvey, M., & Condemi, B. (2003) *“Assessing the Impact of Negative Marketing Strategies: The Application of Market Signaling Metrics”* Journal of Marketing Theory and Practice 11, 1, 18-27
- (c) Patterson, L. (2007), *“Taking on the metrics challenge”* Journal of Targeting, Measurement and Analysis for Marketing. London: 15, (4), 270-276

Week 7 – Wed. Mar. 2nd

Discussion: Marketing Strategy versus Business Strategy

Readings:

- (a) Porter, M., (1996). *“What is strategy?”* Harvard Business Review, Nov., 61-78.
- (b) Zinkhan, G. and Pereira, A. (1994), *“An overview of marketing strategy and planning”* International Journal of Research in Marketing, 11, 185-218.
- (c) Slater, S., & Olson, E. (2001), *“Marketing's contribution to the implementation of business strategy: An empirical analysis”*, Strategic Management Journal, 22, (11), 1055-1067

Week 8 – Wed. Mar. 9th

Discussion: International Marketing: Is the Local/Global Debate Still Relevant?

Readings:

- (a) Levitt, T. (1983). *“The globalization of markets”*. Harvard Business Review, 61, 92–102.
- (b) Jain, S.C. (1989). *“Standardization of international marketing strategy: some research hypotheses”*. Journal of Marketing, 53, 70-79.
- (c) Svenson, G. (2002), *“Beyond global marketing and the globalization of marketing activities”*, Management Decision, 40/6, 574-583
- (d) Czinkota, M., & Ronkainen, I. (2003), *“An International Marketing Manifesto”*, Journal of International Marketing, 11/1, 13-27

Week 9 – Wed. Mar. 16th

Discussion: Marketing Management - Criticisms and Concerns

Readings:

- (a) Ritzer, G. (2004), *“An Introduction to McDonaldization,”* in The McDonaldization of Society, Pine Forge Press: CA. 1–23.
- (b) Friedman, M. (1970), *“The Social Responsibility of Business is to Increase its Profits,”* New York Times, September 13, SM17.
- (c) Watching and discussing parts of the films *“The Corporation”*; *“Is Wal-mart good for America?”*; *“The Yes-Men”*

Week 10 – Wed. Mar. 23rd

Discussion: The Future of Marketing: Ongoing Debate

Readings:

- (e) Fullerton, R.A. (1988), *“How Modern is Modern Marketing? Marketing’s Evolution and the Myth of the ‘Production Era’,”* Journal of Marketing, 52, 108-125
- (f) Vargo, S.L. & Lusch R.F. (2004), *“Evolving to a New Dominant Logic for Marketing,”* Journal of Marketing, 68 (January), 1–17.
- (g) Zinedin, M., & Philipson, S. (2007), *“Kotler and Borden are not dead: myth of relationship marketing and truth of the 4Ps”*, Journal of Consumer Marketing, 24, (4), 229-241

Week 11: Wed. Mar. 30th: Student Major Paper Presentations and discussion

Note: The order of presentations will be randomly chosen

Week 12: Wed. Apr. 6th Discussion of papers/future steps - Course Wrap Up and Review
