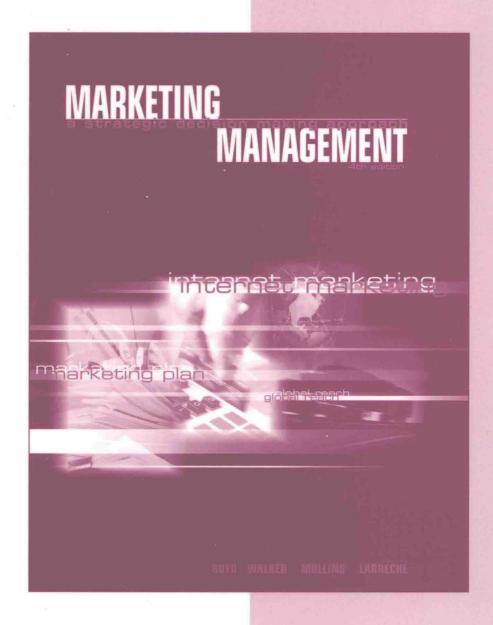
Instructor's Manual

to accompany



Prepared by John Mullins Julie A. Maletic

Instructor's Manual

to accompany

Marketing Management

A Strategic Decision-Making Approach

Fourth Edition

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Instructor's Manual to accompany MARKETING MANAGEMENT: A STRATEGIC DECISION-MAKING APPROACH Boyd, Walker, Mullins, Larréché

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INTRODUCTION

Welcome – if you are not already a case teacher – to the growing cadre of case- and project-oriented Marketing Management instructors! This instructor's manual and related materials have been designed to support instructors who have chosen the book for its utility in case teaching and its support of class projects – such as the preparation of marketing plans – that give students the tools they need to "hit the ground running" when they enter or continue their business careers. Given such a focus, the book, as well as this instructor's manual and the related materials that support it, have three distinctive attributes not found in other marketing management texts:

- A focus on **strategic decision-making**, which sets it apart from other texts that place greater emphasis on *description* of marketing phenomena than on the strategic and tactical marketing *decisions* that managers and entrepreneurs must make each and every day.
- Its current, web-savvy content. We integrate the latest new-economy developments into each chapter, and we devote an entire chapter Chapter 16 to the development of marketing strategies for the new economy. In addition, we supplement the book with an interactive website to help instructors choose case materials, project assignments, and in-class activities that make the latest web-based tools as well as time-tested marketing principles relevant to students who will work in either old- or new-economy companies.
- The book's **real-world**, **global perspectives**. The authors' combined entrepreneurial, marketing management, and consulting experience spans a broad variety of manufacturing, service, software, and distribution industries and has taken us and thereby you, the instructor around the world many times over.

While we have packaged the traditional instructional support materials in this manual, the most useful and distinctive materials, we believe, are found on the book's website, at www.mhhe.com/boyd. Please take a look at the book's preface for more about our approach, and see this manual's Table of Contents to find what you need, either on the Web or in this manual, to design or update your Marketing Management course.

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WEB-BASED INSTRUCTOR SUPPORT AND MATERIALS

Because it simply is not possible to update a textbook as often as the world of marketing changes these days, we've chosen to put the most important and timely instructional support materials on the Web, where we update the time-sensitive ones regularly. There, you'll find the following materials, all intended to make you a standout instructor – if you are not one already:

- Suggested Cases to Accompany Each Chapter (updated regularly)
- Suggested Supplemental Readings to Accompany Each Chapter (updated regularly)
- Suggested Marketing Plan Tasks, Assignments, and In-Class Workshops
- Resources for Developing Your Case Teaching Skills
- Suggested Answers to Questions on Student Website
- Transparencies
- Answers to Self-Diagnostic End-of-Chapter Questions
- Answers to Test Bank Questions

Take a look, and let any of the author team know what else we might put there that would be useful to you!

CD-ROM-BASED INSTRUCTOR SUPPORT AND MATERIALS

We've packed a CD-ROM with this Instructor's Manual. On it you'll find a set of PowerPoint® slides to accompany the book, as well as a test bank for those few who may want to use multiple choice or short answer test questions for instructional or examination purposes. The PowerPoint® slides are formatted for Windows® users. If you are a Macintosh® user, or you prefer hard copies from which to make transparencies, simply let your McGraw-Hill/Irwin rep know, and he or she will get you what you need.

SAMPLE COURSE SCHEDULES

On the following pages, we provide sample schedules for 15-week semesters and 10-week quarters. The real meat of an outstanding course in marketing management, of course, is what you bring to the classroom and the materials you assemble to prepare your students to debate the day's case or make the next set of decisions for their course projects.

To that end, the book's website provides regularly updated lists of suggested cases, supplementary readings, and marketing plan assignments to flesh out your syllabus. We suggest you combine the schedules on the following pages with whichever case and other materials best fit your needs.

SUGGESTED TIME SCHEDULES 15-WEEK SEMESTER

Week	Text Chapter	Topic
1	1 & 2	Introduction to course, The marketing management process; Market-oriented perspectives
2	3 & 4	Environmental analysis; Industry analysis and competitive advantage
3	5 & 6	Consumer buying behavior; Organizational markets and buying behavior
4	7	Marketing research and forecasting
5	8	Market segmentation; Target market selection decisions
6	9 & 10	Positioning decisions; Business strategies and their marketing program implications
7	11 & 12	Product and service decisions
8	12	Pricing decisions
9	13	Distribution decisions and channel relationships
10	14 & 15	Advertising, promotion, and personal selling decisions (option: this is a good time to introduce the CALGOLIA case with a preliminary class discussion of the problem, assignment of students to teams, etc.,)
11	16	Marketing strategies for the new economy
12	17	Strategic choices for new and growing markets
13	18	Strategic choices for mature and declining markets
14	19	Organizing and planning for effective implementation (option: this is a good place for final class reports and discussion of individual or team performance results, observations, and conclusions concerning the CALGOLIA case)
15	20	Designing control systems for superior performance (option: final class reports and discussion of individual performance results, observations, and conclusions concerning the CALGOLIA case or the course project can be scheduled here)

SUGGESTED TIME SCHEDULES 10-WEEK QUARTER

Week	Text Chapter	Topic
1	1 & 2	Introduction to course; The marketing management process; Market-oriented perspectives
2	3 & 4	Environmental Analysis; Industry analysis and competitive advantage
3	5 & 6	Consumer buying behavior; Organizational markets and buying behavior
4	7 & 8	Marketing research and forecasting; Market segmentation; target market selection decisions
5	9 & 10	Positioning decisions; Business strategies and their marketing program implications
6	11 & 12	Product and service decisions; Pricing decisions
7	13 & 14	Distribution decisions and channel relationships; Advertising and promotion decisions (option: This is a good time to introduce the CALGOLIA Case with a preliminary class discussion of the Problem, assignment of students to teams, etc.,)
8	15 & 16	Personal selling decisions; Marketing strategies for the new economy
9	17 & 18	Strategic choices for new and growing markets; Strategic choices for mature and declining markets
10	19 & 20	Organizing and planning for effective implementation Designing control systems for superior performance (option: final class reports and discussion of individual or team performance results, observations, and conclusions concerning the CALGOLIA case or the course project can be scheduled here)

SOURCES OF MARKETING MANAGEMENT CASE AND READING MATERIALS

On the website for this book, we've listed some of our favorite cases and supplementary readings, chapter by chapter, that might be assigned to supplement the text. Those listings provide a good starting point for any instructor building a Marketing Management course for the first time, or one who seeks to update his or her course.

For cases, the most widely used resource is Harvard Business School Publishing, but there are other sources, too. The *Case Research Journal* (available in most business school libraries) publishes cases in marketing, management, entrepreneurship, and other business disciplines, all of which may be copied free of charge for coursepacks, a nice option for those who are cost-conscious. The Darden School at the University of Virginia, the Ivey School in Canada, and the European Case Clearing House are also good sources for cases. Their addresses are provided below. Online and print catalogs are available.

There are also several casebooks for marketing management, including one by Robert J. Dolan, *Marketing Management Cases*, available from McGraw-Hill/Irwin, to which we refer in our online case suggestions.

HARVARD BUSINESS SCHOOL PUBLISHING CASES AND ARTICLES

United States Harvard Business School Publishing

Customer Service Department 60 Harvard Way Boston, MA 02163 Tel: 1-800-545-7685 (617) 783-7600 Fax: (617) 783-7666

E-mail: <u>custserv@hbsp.harvard.edu</u> www.hbsp.harvard.edu

Canada Ivey Publishing

Richard Ivey School of Business The University of Western Ontario London, Ontario N6A 3K7 Canada

Tel: 1-800-649-6355 (519) 661-3208 Fax: (519) 661-3882

E-mail: <u>casea@ivey.uwo.ca</u> www.ivey.uwo.ca/cases

Europe, Africa, and Middle East The European Case Clearing House at Cranfield University

Wharley End, Bedford MK43 OJR England

Tel: (44) (0) 1234-750903
Fax: (44) (0) 1234-751125
E-mail: ecch@cranfield.ac.uk
www.ecch.cranfield.ac.uk

Australia Melbourne Case Study Services

Melbourne Business School
The University of Melbourne
200 Leicester Street
Carlton, Victoria 3053
Australia

Tel: (61) (03) 9349-8155 Fax: (61) (03) 9349-8133

E-mail: m.larosa@mbs.unimelb.edu.au

Course Platform Providers

EMBANET Corporation www.embanet.com

eCollege www.eCollege.com

Study.net www.study.net

DARDEN TEACHING MATERIALS

United States and Canada

Darden Educational Materials and Services
Darden Graduate School of Business Administration
University of Virginia
P.O. Box 6550
Charlottesville, CA 22906-6550

Telephone: (804) 924-3009 Toll Free Number: (800) 246-3067 Fax: (804) 924-4859

E-mail: demsinfo@darden.gbus.virginia.edu

Europe, Africa, and the Middle East

The European Case Clearing House Cranfield Institute of Technology Cranfield, Bedford MK43 OAL England Telephone: (44) 234-750903

Fax: (44) 234-751125

Australia

Melbourne Case Study Services Graduate School of Management The University of Melbourne 200 Leicester Street Carlton, Victoria 3053 Australia Telephone: (613) 349-8155

Felephone: (613) 349-8153 Fax: (613) 349-8133

IVEY TEACHING MATERIALS

Mail: Ivey Publishing
Richard Ivey School of Business
The University of Western Ontario
London, Ontario, Canada
N6A 3K7
Tel: (800) 649-6355
(Canada and United States)
(519) 661-3208
Fax: (519) 661-3882
E-mail: cases@ivey.uwo.ca

www.ivey.uwo.ca/cases

VIDEOS

For those who like to use videos as part of their in-class activities, we have assembled a set of videos keyed to each chapter, as follows:

Marketing Management, 4/e Video Segment List

Marketing Management, 4/e video Segment List	
Chapter	Segment title
1: The Marketing Management Process Produces	Pebble Beach Company
Successful Marketing Decisions	
2: Market-Oriented Perspectives Underlie Successful	Rollerblade, Inc.
Corporate and Business Strategies	
3: Environmental Analysis Identifies Attractive Markets	Deere and Company
4: Industry Analysis and Competitive Advantage: Setting	Global Automakers
the Stage for Marketing Success	
5: Understanding Consumer Buying Behavior Provides the	Ken Davis Products, Inc.
foundation for Marketing Decisions	
6: Understanding Organizational Markets and Buying	Cummins Engine Company
Behavior Provides the Foundation for Marketing Decisions	-
7: Developing and Synthesizing Market Knowledge:	Envirosell
Market Research and Forecasting	
8: Market Segmentation and Target Marketing: Clear	Breathe Right
Market focus leads to Marketing Breakthroughs	
9: Differentiated Positioning Lays the Foundation for	Paisley Park Records
Winning Marketing Strategies	
10: Business Strategies Provide a Foundation for Marketing	Specialized Bike
Program Decisions	
11: Effective Product Decisions Deliver the Value	Polk Audio
Customers Want	
12: Effective Pricing Decisions Reflect Customer Value and	My Own Meals
Achieve Objectives	
13: Distribution Channel Decisions Enhance Product	Creston Vineyards
Availability and Value	
14: Promotion Decisions Motivate Customers to Buy	Goodyear Aquatred
15: Personal Selling Decisions Build Relationships that	Reebok
Satisfy Customers	
16: Marketing Strategies for the New Economy	America Online
17: Strategic Choices for New and Growing Markets	Palm Pilot
18: Strategic Choices for Mature and Declining Markets	Global Cola Wars
19: Organizing and Planning for Effective Implementation	Telxon Corporation
20: Designing Control Systems to Deliver Superior	Services Marketing: Focus on
Marketing Performance	Quality

TEACHING NOTES FOR CALGOLIA INC. CASE AND GAMAR 3 SIMULATION

Packed with each copy of the textbook is a CD-ROM containing the GAMAR 3 simulation, which lets marketing management students actually "run" the European marketing of a division of Calgolia, Inc., a Silicon-Valley based global company. The Calgolia case itself appears at the end of the *Marketing Management* text.

In this manual, we provide teaching notes for the Calgolia case, together with exhibits suggesting how best to use the simulation in undergraduate, graduate, or executive settings, as well as an example of an excellent GAMAR 3 plan, plus transparency masters for the introductory session.

Many instructors find the simulation effectively reinforces many of the principles taught in the marketing management course.

CALGOLIA INC.

Towards a strategic approach to international marketing Instructor's Notes

OVERVIEW

TEACHING WITH THE CALGOLIA CASE

TEACHING THE INTRODUCTORY SESSION

THE CALGOLIA ASSIGNMENT

TEACHING THE CONCLUDING SESSION

EXHIBITS

- A: The GAMAR3 simulation
- B: CALGOLIA in undergraduate or graduate courses
- C: CALGOLIA in executive seminars
- D: Example of an "Excellent" GAMAR3 plan
- E: Transparency masters for the introductory session

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CALGOLIA INC.

Towards a strategic approach to international marketing

Instructor's Notes

OVERVIEW

The CALGOLIA package deals with selected marketing issues at three levels: international marketing, strategic marketing, and the marketing mix. Thus, the instructor can use it as an integrative teaching tool, or concentrate on those aspects which are most appropriate for a part of his or her course.

The package is composed of the CALGOLIA case and the GAMAR3 simulation. The case can be used without the simulation, which allows students to manage an international firm on the computer and to test many of the concepts learned during a marketing course. The whole simulation can be run effectively in less than a few hours. Instructors who have previously been discouraged from using other simulations because of the time involved, the high set-up costs, or the computer sophistication will find the CALGOLIA package very easy to use.

This learning tool is a major revision of the GAMAR case and has benefited from the comments of many past users. Some of its main features are:

- 1. A clear separation of the case and the simulation. Part I of the case can be used independently before or without the use of the simulation. The separation is reinforced by the use of different names for the company described in the case and for the simulation.
- 2. The consideration of five real countries—United Kingdom, Germany, France, Italy, and Poland—as the relevant international market. These countries offer different marketing situations while still representing potential opportunities.
- 3. Four levels of difficulties in the simulation—Basic, Intermediate, Advanced, and Expert—allow the instructor to adapt the tool to the level and the objectives of the class. The Basic level with only one product category in two countries provides a good challenge for students in an undergraduate marketing management class!
- 4. An Analysis module in the simulation which integrates selected information and helps students to concentrate on Key Performance Indicators.
- 5. A graphical representation of the Growth-Share matrix shows the relative position of each product category in each country. In testing the simulation, it proved to be helpful to students in addressing the issue of allocating scarce marketing resources.
- 6. A Resources Allocation Strategy module helps students set strategic guidelines for allocating resources as opposed to having to make each individual decision. This has been found to improve the motivation of students, their concentration on strategic issues, and the quality of their results.
- A Global Price Change module helps students set guidelines for pricing decisions as opposed to making individual decisions. This should improve the students' decisionmaking process.