

**THE HELLER SCHOOL FOR SOCIAL POLICY AND MANAGEMENT
BRANDEIS UNIVERSITY**

HS285a
Marketing
Summer 2006

Professor Anh-Dai Lu
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Tuesday & Thursday 6:30 – 9:30 PM
Advising: By appointment

Course Description: This course provides an overview of marketing and focuses on how to formulate external and internal marketing strategies and tactics to achieve marketing objectives. Particular attention is paid to marketing approaches and techniques that can be applied to mission-driven organizations. Topics include: strategic marketing planning, market research and analysis; consumer behavior; market segmentation, targeting, and positioning; social marketing; marketing mix design; and marketing strategy evaluation and control.

Course Objective: As a result of this learning experience, students will be able to: Identify the basic marketing principles, terminology, and practices; approach marketing management from a system's point of view; identify the various relationships between marketing and the social, legal, economic, political, and technological environments; evaluate marketing opportunities, plans, and programs; and analyze marketing problems and present results in oral and written forms.

MBA Program Distinctive Themes: In this course, we will address five of the MBA Program Distinctive Themes – “Measuring & Managing Outcomes”, “Social Entrepreneurship”, “Community Building”, “Engaging People to Achieve Mission”, and “Information Technology”.

Measuring & Managing Outcomes. Marketing evaluation and control – the last steps in the marketing planning process- address the need to assure that strategic marketing goals are achieved through effective control systems and corrective actions. Both strategic control and tactical control will be discussed in this course. (Sessions 2, 3, and 9)

Social Entrepreneurship. The primary objectives of social enterprises are to create social benefits and build a sense of community. We will discuss current issues and trends in social enterprise including public-private partnerships and the expansion of cause-based marketing efforts. We will also examine opportunities created by competitive forces in the nonprofit sector and the need to adopt and adapt certain business practices by social entrepreneurs. (Sessions 1 and 6)

Community Building. We will look at examples of community relations program as part of the organization's public relations strategy. We will also provide illustrations of strategic collaborations with nonprofit, community group, or business as a way to expand the customer base for mission-driven organizations. (Sessions 6 and 8)

Engaging People to Achieve Mission. Mission-driven organizations depend upon volunteers and staff with a high commitment to their social mission. Internal marketing must be successfully carried out to make sure that key internal publics of the organization understand and help achieve marketing objectives. (Session 6)

Information Technology. Information technology plays a very important role in the marketing environment by creating opportunities for organizations to conduct marketing activities more effectively. Mission-driven organizations in particular can raise money or reach their target markets more cost effectively through the Internet. (Sessions 2 and 4)

Course Requirements:

Group Case Presentation	20%
Group Project	40%
Final Exam	30%
Participation	10%

Required Text:

Philip Kotler and Alan Andreasen, Strategic Marketing for Nonprofit Organizations, Sixth Edition, Prentice Hall, Inc., 2003.

Recommended Readings: The following readings are recommended to help you gain a better understanding of marketing and its applications particularly to the nonprofit sector. All readings can be purchased at <http://harvardbusinessonline.hbsp.harvard.edu>

The Balanced Scorecard and Nonprofit Organizations
Harvard Business School #B0211A
November 15, 2002

The Nonprofit Sector's \$100 Billion Opportunity
Harvard Business School #R0305G
May 1, 2003

Overview of the Nonprofit Sector
Harvard Business School #9-399-027
August 13, 1998

Focusing the Concept of Social Marketing
Harvard Business School #9-591-047
May 15, 1991

Customer Intimacy and Other Value Disciplines
Harvard Business School #93107
January 1, 1993

Methodology: The course will include lectures to clarify and supplement materials covered in the text and other readings. A great part of class time, however, will be used for interactive activities involving students in the discussion and applications of concepts. Class attendance and participation are very important and account for 10% of your final grade.

Case Analyses: You will form small groups and each group is responsible for leading class discussion on 1 case during the semester. This consists of a short presentation (20 minutes) summarizing the main issues and the group's recommendations. Case write up is not required. Further details will be given in class. The following cases will be discussed:

Session # 3 – 6/15/04

Starbucks: Delivering Customer Service
Harvard Business School Case # 9-504-016
July 31, 2003

Session # 4 – 6/17/04

Great Dakota Bank: Online Banking
Harvard Business School Case # 9-603-011
Aug. 7, 2002

Session # 5 – 6/22/04

Amnesty International
Harvard Business School Case #9-504-024
Aug. 7, 2003

Session # 6 – 6/24/04

KaBOOM!
Harvard Business School Case # 9-303-025
Sept. 19, 2002

Session # 7 – 6/29/04

The Seattle Theatre Industry
Stanford Business School Case # SI37
Dec. 10, 2003

Session # 8 – 7/1/04

Gardenburger Advertising Strategy (A)
Stanford University Business School Case # M305A
April 22, 2003

Group Project: As an important part of the learning experience, you will be required to perform a marketing strategy project that gives you the opportunity to research and analyze marketing issues discussed in class. You will need to actively engage in outside research to perform your assignment effectively. We will choose together a mission-driven organization and in small groups, you will develop a marketing plan for that organization. Each group is responsible for developing a key section of the plan. Each group will submit a written analysis of

its section and share its analysis in a short presentation at the end of the semester. This project requires teamwork and coordination among all class members. You will need to effectively communicate and share information with all team members outside of class. Further instructions will be given in class.

Key components of the marketing plan include:

- Environmental scanning and analysis
 - o Internal and external situational analysis
 - o SWOT analysis (internal strengths and weaknesses, external opportunities and threats)
- Marketing Program Goals (Objectives and issues)
- Target market and Positioning
- Marketing strategies
 - o Product/service/offer
 - o Price/cost
 - o Place/channel
 - o Promotion/communication
- Marketing budget/financial plans
- Marketing action plan
- Monitoring system/Implementation control

Academic Integrity: Academic integrity is central to the mission of educational excellence at Brandeis University. Each student is expected to turn in work completed independently, except when assignments specifically authorize collaborative effort. It is not acceptable to use the words or ideas of another person - be it a world-class philosopher or your lab partner – without proper acknowledgement of that source. This means that you must use footnotes and quotation marks to indicate the sources of any phrases, sentences, paragraphs or ideas found in published volumes, on the internet, or created by another student. Violations of university policies on academic integrity, described in Section 3 of *Rights and Responsibilities*, may result in failure in the course or on the assignment, and could end in suspension from the University. If you are in doubt about the instructions for any assignment in this course, you must ask for clarification.

Notice: If you have a documented disability on record at Brandeis University and require accommodations, please bring it to the instructor's attention prior to the second meeting of the class. If you have any questions about this process, please contact the disabilities coordinator for The Heller School.

Course Schedule

Session	Date	Topics	Assignments
1	6/8	<ul style="list-style-type: none"> Marketing and the nonprofit sector Marketing philosophy – from the selling concept to societal marketing concept The customer orientation and customer-centered organizations Social marketing 	Reading: Chapters 1, 2 In class small group exercise: Develop strategic directions (instructions will be given in class)
2	6/10	<ul style="list-style-type: none"> Strategic planning SWOT analysis 	Reading: Chapter 3 In class small group exercise: Develop strategic scenarios (instructions will be given in class)
3	6/15	Marketing management process and marketing planning	Reading: Chapters 10, 11 Case: “Starbucks: Delivering Customer Service”
4	6/17	Consumer behavior & Marketing research	Reading: Chapters 4, 5 Case: “Great Dakota Bank: Online Banking”
5	6/22	Segmentation, positioning, and branding	Reading: Chapter 6 Case: “Amnesty International”
6	6/24	<ul style="list-style-type: none"> Acquiring resources Internal marketing Strategic collaboration & community building 	Reading: Chapters 7, 8, 9 Case: “KaBOOM!”
7	6/29	Marketing mix decisions	Reading: Chapters 12, 13, 14,15 Case: “The Seattle Theatre Industry”
8	7/1	Marketing mix decisions (continued)	Readings: Chapters 16, 17, 18, 19 Case: “Gardenburger Advertising Strategy”
9	7/6	Marketing strategy evaluation & control	Reading: Chapter 20
10	7/8		Project presentation & discussion
11	7/13		Project presentation & discussion
12	7/15		Final Exam

Note: The instructor reserves the right to modify the course requirements, assignments, grading procedures, and other related policies as circumstances so dictate.