MKTG 5260 Marketing Metrics for Managers
Spring 2019 offered via UNT Canvas
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UNT Catalog Description: MKTG 5260. Marketing Metrics for Managers. 3 hours. Metrics for assessing the financial implications of marketing decisions in the areas of market segmentation, targeting, positioning and in evaluation of marketing plans. Intensive case analysis using real world data will be the primary pedagogical method. prerequisite: must have completed MKTG 3650 or an equivalent Introduction to Marketing course.

Text and Other Needed Material:

1. REQUIRED: Marketing Metrics for Managers 2019 by Gopala GG Ganesh. I shall refer to this as MMMGG hereafter. This is a printable e-book purchased for about $32.00 via the MMMGG book link under Canvas/Start Here. No royalty to the author.
2. REQUIRED: www.Management-by-the-Numbers.com (links to an external site.) Purchase access to a set of 24 MBTN modules for about $25.00. MBTN will contact you at your UNT email address to complete the purchase and activate your login credentials.
3. REQUIRED: Marketing Metrics 2/e by Farris, Bendle, Pfeifer and Reibstein (Pearson 2013). The MBTN exercises are based mostly on this book. I shall refer to this book as MMFBPR hereafter. There is a 3/e (Pearson 2016) but in my best judgment, 2/e is more than adequate. It is less expensive too.

Course Objectives:

This course aims to provide a managerial relevant understanding of various marketing metrics that facilitate managerial decision-making in marketing contexts. Discussions and hands-on calculation will be an integral part of this class. Specifically, at the end of the course, students will be able to:

1. Describe the metrics for decision making in different managerial areas.
2. Recognize the data requirements for each marketing metric.
3. Compute each marketing metric correctly.
4. Interpret each marketing metric in managerial contexts
5. Explain how the metric, as interpreted, would impact managerial decisions.
6. Construct worksheets to calculate various marketing metrics..

Assessment Components:

Assignment	Course Objectives	Points
6 @ 50 Excel home works	2, 3, 6	300
MBTN set 1	1, 2, 3	125
MBTN set 2	1, 2, 3	125
3 @ 50 Review Quizzes	1, 2, 3, 4, 5	150
Final Examination	1, 2, 3, 4, 5	300
Course Total		1000

Note: All assignments except MBTN are based on the MMMGG book content. MBTN 1&2 scores will be extrapolated from 100.

Please note four bonus point opportunities (together worth 55 points or a 5.5% semester grade boost)

5 bonus points for introducing yourself by 3/22/2019 under Canvas/Start Here.
15 bonus course points for completing MBTN set 3 in full by 5/5/2019. No partial credit.
4 bonus course points for completing each of 5 MBTN certificates by 5/5/2019.
15 bonus course points for completing MS Excel 2016 Specialist certification by 5/5/2019.

End-of-semester Letter Grades:

Your course grade will be assigned based on earned cumulative % using the cutoffs stated below. The grade interpretations are per COB. If you are a non-COB student, please check with your department of major.

90%+	= A	Means "Excellent"	50% - 69%	= D	Means "Failing"
80% - 89%	= B	Means "Good"	less than 50%	= F	Means "Failing"
70% - 79%	= C	Means "Passing"			

In addition, to be awarded the "A" grade, the student must score 80% or higher on the Final Examination.

This is VERY important! The Canvas Inbox:

All course-related messages are through the Canvas Inbox. You may auto-forward these to your preferred email address. Just click the Account link on the course menu to the left followed by Settings, then look for the Email cluster. Add your preferred email address and make that * the default.

Submitting the 6 Excel Homework Assignments:

The 6 Excel homework assignments require Canvas upload of a properly formatted single Adobe PDF file, as specified in its handout. This PDF maybe produced in one of two ways: (1) print to PDF using the Adobe Acrobat software either at your work/home OR via the COB Computer Labs (real or virtual), (2) Print, then scan to PDF.

Presentation requirements for assignments:

I expect a superior level of compliance from graduate students with the specific, detailed presentation requirements of each assignment. Please note:

1.   Professional presentation includes high quality printing, correct sequencing, and legible scanning.
2.   Poor writing, three or more grammatical and spelling errors and/or aspects of poor presentation will result in a minimum penalty of one letter grade. If English is not your primary language, it is your responsibility to use all available resources such as the spelling/grammar checker within MS Word and/or have your assignment proofread by someone else.

Academic Integrity:

Academic integrity policies at UNT clearly state expectations for original and honest work to be submitted in all courses. UNT has a zero tolerance policy towards plagiarism.

Netiquette Guidelines:

Netiquette, or online etiquette, helps guide us in expected classroom behaviors online. Please remember to remain respectful of your instructor and fellow classmates.

Disability Support:

COB complies with, and I am personally committed to, the Americans with Disabilities Act. If you need assistance, please let me know. For additional information see "Policies" under Start Here on Canvas and the Office of Disability Accommodation website. You may also contact them by phone at 940.565.4323 or by email at Apply.ODA@unt.edu.

Important Notice for F-1 Students taking Distance Education Courses

Federal Regulation

To read detailed Immigration and Customs Enforcement regulations for F-1 students taking online courses, please go to the Electronic Code of Federal Regulations website at http://www.ecfr.gov/. The specific portion concerning distance education courses is located at Title 8 CFR 214.2 Paragraph (f)(6)(i)(G).

The paragraph reads:

(G) For F-1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken on-line or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to completion of the class. An on-line or distance education course is a course that is offered principally through the use of television, audio, or computer transmission including open broadcast, closed circuit, cable, microwave, or satellite, audio conferencing, or computer conferencing. If the F-1 student's course of study is in a language study program, no on-line or distance education classes may be considered to count toward a student's full course of study requirement.

University of North Texas Compliance

To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course.

If such an on-campus activity is required, it is the student's responsibility to do the following:

1. Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course.
2. Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose.

Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-2195 or email internationaladvising@unt.edu) to get clarification before the one-week deadline.

 1/15/04; Rev. 7/22/2016

TENTATIVE Schedule for the Semester				
Week	**Topic**	**MMFBPR**	**MMMGG**	**Assignments**
1 (3/18-3/24)	Introduction to class; Growth Rates; Weighted Average; Introduction to Financial Statements	4,11	1,2	
2 (3/25-3/31)	Channel Markups and Margins; Markdowns	3	3	EH1; RQ1
3 (4/1-4/7)	Contribution; Breakeven; Profit dynamics; Market Share	2,3	4	EH2; MBTN 1
4 (4/8-4/14)	Net Present Value; Customer Lifetime Value	5,11	9	EH3; RQ2
5 (4/15-4/21)	Pricing and Pricing Strategy Elasticity of Demand	7	7	EH4
6 (4/22-4/28)	Channel Management Issues; Sales force Issues	6	8	EH5; MBTN2
7 (4/29-5/5)	Product Cannibalization; Sales Promotion Cannibalization; Sales Forecasting	4	5,6	EH6; RQ3 MBTN3
8 (5/6-5/9)	Non-web Advertising; Web Advertising	8,9,10		
May 10	Online Final Examination, details later.			

Abbreviations: EH = Excel Homework; RQ=Review Quiz; MBTN=Management by the Numbers

Note: The EH's and RQ's are based entirely on MMMGG book content while MBTN is based on the MMFBPR book. The objective of the course is to develop familiarity with a range of marketing metrics by using both resources.

Important Semester Drop Dates:

Start date for dropping with W: Jan 29
Last date to drop with W: Apr 01
Withdraw (drop all classes): Apr 19

Your task for the Management-by-the-Numbers.com exercise this semester

The above URL to access the MBTN website has been placed under Canvas-Start Here.

While there is some overlap between the two resources, MBTN nicely supplements the MMMGG book by covering metrics and topics that are not covered in the latter.

The customized MBTN website for our class consists of 24 modules as shown on the next page. Set I, consisting of the first 8 modules, is active at the start of the semester. Please note that their correspondence to the MMMGG book modules approximate, in the general topic area. It is **not necessary** for you to wait for completion of the MMMGG book module before attempting the corresponding MBTN module.

Most of the MBTN modules are based on MMFBPR, the highly recommended Marketing Metrics 2e book, by Professors Farris, Bendle, Pfeifer and Reibstein. This being a graduate class I would prefer that you buy and read MMFBPR. However, the printable PDF tutorials on the MBTN website, derived from the book, are adequate preparation to tackle the MBTN modules. Especially the mandatory Sets I and II.

How to proceed? First watch my intro to MBTN video, then do a quick review of the PDF tutorial for Percentages, the first module and then work on it. Refer to the PDF when necessary while working through the modules.

Each MBTN module consists of four problem sets or cases that go from relatively easy to more challenging. Each case consists of between 4 to 10 questions, mostly non-multiple-choice. You start with the first case and get two attempts to answer each question right. After the second, wrong attempt of a question, MBTN shows you how to calculate it correctly AND it remembers that you got that question wrong. There is NO time limit for answering a question. You may refer to the pdf for clarification and then attempt.

After you have answered all questions in a case (right or wrong), MBTN moves to the next case. Once all four cases in a module are complete, if you missed any questions MBTN cycles through all four cases again, but with different input numbers. This time it gives you the option of skipping questions you answered correctly previously but it does not allow you to skip those that you got wrong. You may keep doing this until you get every question correct.

You start each module as "Mailroom Clerk". You move from there to "Brand Assistant" (one case completed or correctly answered 60% of all questions in that module), Brand Manager" (two cases completed or 80% of all questions) and finally "CEO/CMO" (all four cases completed or 100% of all questions).

If you feel exhausted by a particular module, say after completing the second case and reaching the Brand Manager level, feel free to leave that module, go to another and come back later to complete it. Therefore, please do not stay stuck and frustrated.

Your MBTN score for Set I and Set II will be determined by averaging your % scores (reported on your main MBTN web page once you login) for the 8 modules included in each Set. Therefore, 100%=100 points, 90%=90 points etc.

Of course, "Go for the Gold!" Achieve CEO/CMO (i.e. 100%) in all 24 modules! Note that 16 of these (Sets I and II) are part of the 1,000 point course total while the remaining 8 (Set III) can earn you 15 bonus points.

MBTN Schedule

SET	MBTN	Pdf?	Deals with these Metrics	MMFBPR Chapter
I	1	Yes	Percentages	None
I	2	Yes	Growth Rates	4
I	3	Yes	Introduction to Financial Statements	None
I	4	Yes	Introduction to Margins	3
I	5	Yes	Calculating Margins	3
I	6	Yes	Breakeven Analysis	3
I	7	Yes	Profit Dynamics	3
I	8	Yes	Market Share I	2
II	9	Yes	Market Share II	2
II	10	Yes	Product and Cannibalization	4
II	11	Yes	Advertising	9
II	12	Yes	Web	9
II	13	Yes	Pricing I: Linear Demand	7
II	14	Yes	Distribution	6
II	15	Yes	Net Present Value I	10
II	16	Yes	Customer Lifetime Value I	5
Set III is optional and maybe completed for 15 bonus course points				
III	17	Yes	Pricing II: Constant Elasticity	7
III	18	Yes	Customer Lifetime Value II	5
III	19	Yes	New Product Forecasting	4
III	20	Yes	Promotion Profitability	8
III	21	Yes	Sales Force Management I	6
III	22	Yes	Sales Force Management II	6
III	23	Yes	Marketing Variance Analysis	None
III	24	Yes	Marketing ROI	10

Several different deadlines apply to this assignment:

SET I: This set must be completed by 11:59 pm on 4/7/2019.

SET II: This set must be completed by 11:59 pm on 4/28/2019.

SET III: This set must be completed in full by 11:59 pm on 5/5/2019 to receive the 15 bonus points.

Of course, you are more than welcome to complete all three sets way ahead of deadline!

There is nothing to upload to Canvas for Sets I, II and III. MBTN automatically keeps track of student progress in the post-login page of each student and the professor.

In addition, earn 4 bonus points for each MBTN certificate earned. Must post these to Canvas by 5/5/2019.

Review Quizzes

- The Review Quizzes will be based entirely on MMMGG content.

- Three mandatory review quizzes have been scheduled during the semester.

- I recommend that you take the quiz on a desktop or laptop and avoid tablets or smart phones.

- Use either Chrome or Firefox browser. Avoid the Microsoft browsers.

- You may take each quiz twice. Better of the two scores will count. You may do a detailed review of the first attempt of a quiz before re-taking it.

- There is a 120-minute time limit per quiz attempt from start time. You must complete the attempt in that time window because the quizzes auto-submit. The clock will be ticking while you take breaks, if any.

- Each quiz will consist of 25 questions for 50 points, that is, 2 point per question. The questions are randomly selected from a large pool, resulting in a customized quiz for each student.

- Missed quizzes score as zeros.

Availability Window for Review Quizzes

Review Quiz#	MMMGG modules	Opens Thursday	Closes Sunday
01	Modules 1 and 2	March 18	March 31
02	Modules 3 and 4	March 18	April 14
03	Modules 5 through 9	March 18	May 05
All quizzes open at 12:01 am on 3/18 and END @ 11:59 pm on the second date.			
Please identify a convenient single block of 120 minutes during the availability window of each quiz.			
Quizzes "auto-submit" when time expires. Hence, time management is VERY important!			
Your score and complete feedback will post to My Grades as soon as you submit a quiz.			

Get certified as a Microsoft Office Specialist (MOS) in Excel 2016: 15-bonus point Challenge

The goal is to be certified as a MOS in Excel 2016 by the end of Spring 2019. Without spending a dime!

Certification consists of two stages. In Stage I, students train themselves for the certification exam using the GMetrix software. In Stage II, they take the online, proctored certification exam offered by Certiport at the UNT Testing Center in Sage Hall on the Denton Texas.

You need to setup accounts with both Gmetrix.net and Certiport.com. I suggest using your UNT euid as the UserID but a non-UNT (but same) password for both sites.

Here is a description of how to proceed with GMetrix (watch my short GMetrix video introduction under Start Here-MS Excel Certification). Once you login at GMetrix.net, "Courses", followed by "Start a New Course" the first time (and "My Courses" after that). When prompted to redeem, provide the access code 14217-ThoGan-84705. Then choose Office 2016 followed by Take a Test - Excel (NOT Excel Expert). GMetrix prompts you with the following six practice tests. I suggest the following sequence and strongly recommend completing each in the Training Mode (no time limit, access help through the "bulb" icon) followed by the Testing Mode (50-minute limit, no help). When I completed the 6 practice tests myself in the Training Mode I also used Google to locate help on the specific task online instead of using the bulb icon. However, when I repeated under the Testing Mode I did not seek help since the intent was to ensure I could score 70% without help within the time limit.

Excel 2016 Core Skill Review 1
Excel 2016 Core Skill Review 2
Excel 2016 Core Skill Review 3

Excel 2016 Core Practice Exam 1
Excel 2016 Core Practice Exam 2
Excel 2016 Core Practice Exam 3

Please note that going through the Training mode is only to get you ready for the more challenging Testing mode. You main task for this assignment is to pass (score 70% or better) in each of the six tests in the TESTING mode and submit proof as follows. Go to GMetrix.net, login with your GMetrix credentials. Look under the completion tab and locate your successful result for each of the six tests. For each, click the GO key at the end of its row. That will take you to the results screen for THAT test. Print the first page of that screen and clip just the top portion that shows (1) your name, (2) the Test name (including that it is in the Testing mode), and (3) that you have passed. Once you have all 6 clippings, tape them in the above sequence I through vi on two blank 8 ½ x 11 sheets, 3 clippings to each sheet. Finally, scan those 2 pages to a single PDF file and upload that to Canvas/GMetrix. Your deadline for completing GMetrix as explained above is 4/22/2019.

Once you complete the above, I shall ask you to schedule your 50-minute Certiport, online, proctored, MS Excel 2016 certification exam in Sage Hall during that last week of April. It is my judgment that successful completion of GMetrix ensures success in the MOS Excel 2016 certification exam. However, regardless of the Certiport exam outcome, you will receive the 15 bonus points for successfully completing the GMetrix in the TESTING mode.

Learning Objectives for Each Weekly Course Module

	Objectives for the Week	Modules	Assessed using
Week 1	1. Compute growth rates correctly. 2. Explain simple trend extrapolation. 3. Predict using growth rate % and simple trend extrapolation. 4. Recognize the difference between year-to-year growth rate and CAGR. 5. Compute weighted average in different managerial contexts. 6. Interpret and use weighted average in managerial contexts. 7. Recognize the basic features of a Balance Sheet. 8. Recognize the basic features of an Income Statement. 9. Construct a simple Income Statement. 10. Recognize which, BS or IS, is more important for marketing. 11. Recognize the differences between Pro-forma IS and IS. 12. Compute and use Index Numbers from BS and IS.	MMMGG: M1 (Objectives 1 through 3, 5,6), M2 (Objectives 7 through 12) MBTN: M01 (Objective 1), M02 (Objective 2,3) M03 (Objectives 7,8,9)	Review Quiz 1, MBTN 1, Final Exam
Week 2	1. Compute channel markups in dollars and as a %. 2. Recognize the cost and selling price bases for expressing markup as a %. 3. Recognize and use the correct markup formula for a given situation. 4. Recognize what markup information is known and unknown in a given situation and proceed further correctly based on that knowledge. 5. Recognize top-down and bottom-up markup situations correctly. 6. Write the correct top-down or bottom-up markup chain for a situation. 7. Convert markup % from one base to another. 8. Recognize the difference between markup and markdown. 9. Compute the markdown % correctly.	MMMGG: M3 (Objectives 1 through 9) MBTN: M04 (Objectives 1,2,4), M05 (Objectives 4,5,6)	Excel Homework 1, Review Quiz 2, MBTN 1, Final Exam
Week 3	1. Recognize the difference between variable and fixed cost. 2. Give examples of different types of variable costs and fixed costs. 3. Compute dollar contribution per unit and percentage contribution. 4. Explain dollar contribution per unit and percentage contribution. 5. Compute the breakeven point in units and dollars. 6. Produce an Excel line chart of the breakeven point. 7. Demonstrate how to handle different profit goals in breakeven analysis. 8. Recognize the difference between full and incremental breakeven point. 9. Recognize and handle sunk costs correctly in a breakeven analysis. 10. Estimate the breakeven point in a multi-product situation. 11. Estimate the $ breakeven point from publicly available IS. 12. Compute and interpret unit market share % and $ market share %. 13. Calculate, understand and interpret the 3 components of market share.	MMMGG: M4 (Objectives 1 through 12) MBTN: M06 (Objectives 1 through 5), M07 (Objective 7), M08 (Objective 12), M09 (Objective 13)	Excel Homework 2, Review Quiz 2, MBTN 1, Final Exam
Week 4	1. Recognize the difference between simple and compound interest. 2. Compute repayment assuming simple and then compound interest. 3. Recognize the similarities and differences between compound interest and present value analysis. 4. Describe the difference between cost of capital and discount rate. 5. Compute Net Present Value, Payback Period and Internal Rate of Return 6. Interpret in a managerial sense, NPV, Payback Period and IRR. 7. Explain the concept of Customer Lifetime Value. 8. Compute and interpret Customer Lifetime Value.	MMMGG: M9 (Objectives 1 through 6) MBTN: M15 (Objectives 4 through 6), M16 (Objective 7,8)	Excel Homework 3, Review Quiz 3, MBTN 2, Final Exam

	Objectives for the Week	Modules	Assessed using
Week 5	1. Explain the markup method of pricing a product. 2. Compute price using the markup method of pricing a product. 3. Explain the targeted rate of return method of pricing a product. 4. Compute price using the targeted rate of return method. 5. Explain Price Elasticity of Demand. 6. Compute PED and interpret it managerially. 7. Explain the role of consumer perceived value in adjusting the proposed price of a new product. 8. Compute price using perceived value method of pricing a product.	MMMGG: M7 (Objectives 1 through 8) MBTN: M13 (Objectives 5,6)	Excel Homework 4, Review Quiz 3, MBTN 2, Final Exam
Week 6	1. Explain the various cost components of a channel modification decision. 2. Explain inventory carrying cost in a channel of distribution. 3. Compute inventory carrying cost in a channel of distribution. 4. Explain accounts receivable carrying cost in a channel of distribution. 5. Compute accounts receivable carrying costs in a channel of distribution. 6. Compute the salesforce requirements to service a channel. 7. Recognize the various components that contribute to the cost of a channel modification decision. 8. Estimate the total cost of a channel modification decision. 9. Estimate the profit impact of a channel modification decision. 10. Recognize the various distribution metrics. 11. Compute and interpret the various distribution metrics.	MMMGG: M8 (Objectives 1 through 9) MBTN: M14 (Objectives 10,11)	Excel Homework 5, Review Quiz 3, MBTN 2, Final Exam
Week 7	1. Apply breakeven analysis in new product introduction decisions. 2. Apply breakeven analysis in product support decisions. 3. Explain the role of the cannibalization problem in new product introduction decisions. 4. Estimate the profit impact of cannibalization in new product decisions. 5. Estimate a new product's forecast sales from typical test market data. 6. Estimate the profit impact of a new product's forecast sales.	MMMGG: M5 (Objectives 1 through 4) MBTN: M10 (Objective 5,6)	Excel Homework 6, Review Quiz 3, MBTN 2, Final Exam
Week 8	1. Apply breakeven analysis in the context of promotion decisions. 2. Apply breakeven analysis in promotion support decisions. 3. Estimate the profit implications of alternative promotional plans. 4. Explain the role of the cannibalization problem in sales promotion. 5. Estimate the profit impact of cannibalization in sales promotion. 6. Compute and interpret various traditional advertising metrics. 7. Compute and interpret various website and web advertising metrics.	MMMGG: M6 (Objectives 1 through 5) MBTN: M11 (Objective 6), M12 (Objective 7)	Review Quiz 3, MBTN 2, Final Exam