There are numerous career paths in marketing, and they include:

- Brand/product management
- Business-to-business
- Marketing research
- Advertising
- Sales management

The purpose of this document is to provide you with our recommendation of the best course portfolio for the first two paths. We provide many extracurricular activities to support our coursework and that are not usually found in MBA courses anywhere. Sample “want ads” for each path is provided to give you an idea of what each career vector might look like.

All MBA Students Should Focus on ONE Concentration Only
We strongly recommend you take only one concentration in the MBA Program, whether it is marketing or some other field. Employers want to see passion and commitment to your field of interest. Students who are taking one concentration should take as many of our electives as possible. There are no “filler” courses; all are important for specific career development objectives.

The Marketing Department Has Strategically Scheduled Courses
Our courses are scheduled for certain terms to facilitate your interviewing and your summer internship. Take as many marketing courses as you are able in your second semester so as to prepare for your internship. You are all required to take MKT 806 Marketing Analysis in the second semester of your first year because it gives you a set of analytical tools that students invariably find is extremely useful in helping them complete summer internship projects. Particularly if you are seeking a career in brand management, you should take MKT 811 Brand Strategy in the second semester of your first year also.

If you are fortunate enough to have a job by the end of your third semester, you should consider designing and proposing an independent study course to a marketing professor in your fourth and final semester. The proposal should be
academically oriented, but it can focus on key issues facing the industry in which you will work. This will help prepare you for your new job.

Two common beginning marketing career paths are presented in the following pages. If you expect to reach the upper echelon of large companies, there are a number of lifetime career paths you could take that are not suggested by these beginning marketing career paths. For example, you might begin in a rotational management situation where you pass through marketing on your way to the top. Alternatively, you might begin in an overseas assignment because in this globalization era, overseas experience is key to upward mobility. Finally, you could begin in marketing, become a star, and work your way up the organization on the basis of your deep marketing knowledge. The path that is the best will depend on your abilities, opportunities that you recognize or that happen your way, the competitive situation of the firm, the management philosophy of the firm, etc. You have to evaluate your best beginning career path depending on job opportunities that are available to you when and after you interview.

On the following pages you will find

- Lists of courses suggested for brand management and business-to-business marketing specializations
- Sample schedules of when to take the courses
- Description of our Brand Consortium, an extracurricular set of activities designed to develop career management skills and competencies
- An Appendix of Help Wanted Job Descriptions for brand management and business-to-business marketing specializations to give you idea of job market needs
Recommended Courses

Brand Management Courses

Recommended courses:
- MKT 806 Marketing Analysis (Spring) (Required)
- MKT 807 Customer-Driven Strategies (Fall)
- MKT 810 Innovating and Launching Products and Services (Fall)
- MKT 811 Brand Strategy (Spring)
- MKT 812 Integrated Marketing Communications (Fall)

Support courses:
- MKT 808 Market Creation, Growth and Domination (Spring)
- MKT 862 Global Marketing (Spring) (Meets MBA Program international business requirement)
- MKT 809 Pricing, Profitability, and Marketing Metrics (Spring)

Business-to-Business Marketing Courses

Recommended courses:
- MKT 806 Marketing Analysis (Spring) (Required)
- MKT 808 Market Creation, Growth and Domination (Spring)
- MKT 809 Pricing, Profitability, and Marketing Metrics (Spring)
- MKT 810 Innovating and Launching Products and Services (Fall)
- MKT 862 Global Marketing (Spring) (Meets MBA Program international business requirement)

Support courses:
- MKT 807 Customer-Driven Strategies (Fall)
- MKT 811 Brand Strategy (Spring)
- MKT 812 Integrated Marketing Communications (Fall)
Other courses that complement the marketing courses but are **NOT** accepted for marketing concentration requirements:

- MKT 856 Practicum for Emerging Firms (Fall)
- MKT 858 Corporate Entrepreneurship (Fall)
- MKT 860 International Business (Fall)
- FI 891 Venture Capital and Private Equity
- ACC 807 Financial Statement Analysis (Fall and Spring)
- Students interested in a career vector of sales management should discuss their interests with Professor Richard Spreng, who is coordinating a university-wide sales management program.
### Scheduling: When to Take the Courses

#### Brand Management Schedule of Courses

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<th>Year One</th>
<th>Year Two</th>
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| **Fall** | Students take a common cluster of MBA Program courses, regardless of functional interest area. | • MKT 807 Customer-Driven Strategies  
• MKT 810 Innovating and Launching Products and Services  
• MKT 812 Integrated Marketing Communications |
| **Spring** | • MKT 806 Marketing Analysis  
• MKT 811 Brand Strategy | • MKT 809 Pricing, Profitability, and Marketing Metrics  
• MKT 808 Market Creation, Growth and Domination  
• MKT 862 Global Marketing (Meets your IB requirement) |

#### Business-to-Business Schedule of Courses

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| **Fall** | Students take a common cluster of MBA Program courses, regardless of functional interest area. | • MKT 807 Customer-Driven Strategies  
• MKT 810 Innovating and Launching Products and Services  
• MKT 812 Integrated Marketing Communications |
| **Spring** | • MKT 806 Marketing Analysis  
• MKT 809 Pricing, Profitability, and Marketing Metrics, OR, MKT 811 Brand Strategy | • MKT 809 Pricing, Profitability, and Marketing Metrics, OR  
MKT 811 Brand Strategy  
• MKT 808 Market Creation, Growth and Domination  
• MKT 862 Global Marketing (Meets your IB requirement) |
The **Brand Consortium** is a package of extracurricular activities designed to polish our marketing MBAs with professional skills and competencies not normally found in busy classrooms. The primary objective of the *Brand Consortium* is to facilitate the career search process of our students. These activities are open to both Brand Management and Business-to-Business marketing MBAs. The principles of learning for all the activities apply to both areas.

**Fall Term**

- **Primer on brand management interviewing (First-Year Marketing Students)**
  Brand management interviewing is unique to the business community. The kinds of questions you are likely to face are interactively reviewed. This event is scheduled early in the program to facilitate your success with early-interviewing companies. Attendance is expected. (Held in early September of each year)

- **Brand Management Boot Camp (First-Year Marketing Students)**
  - Brand managers from well-known national companies give presentations on what it is like to be a brand manager and provide case histories of brand management decisions; examples come from the CPG world and B2B world. (Held in early-October of each year)
  - Brand management interviewing training (this is specific to marketing management and complementary to the Career Services training). Brand management alumni act as interviewers.
  - Attendance is expected.

- **Internship Roundtable (First and Second-Year Marketing Students)**
  Second-year marketing MBA students report on their learnings from their summer internships. This is a great opportunity for first-year students to get a better understanding of what awaits them next summer.

- **BrandNEW (Second-Year Marketing Students)**
  This event is a university-wide competition to re-launch an old tired brand or create a new brand. E.g., in the past, students have had to create a new cookie brand in the stagnant cookie category, partnering with Kellogg’s. Graduate students from Packaging, Studio Art (Industrial Design), Music, Advertising, Media Arts are invited to join the competition. Marketing MBAs are team leaders. This is integrated in Prof. Voorhees’ MKT 810 course on Innovating and Launching Products and Services
• **Brand Trek (First and Second-Year Marketing Students)**
The MBAMA will coordinate a field trip to visit with the marketing department of a major corporation.

• **Brand and B2B Coach (First and Second-Year Marketing Students)**
  Practicing marketing managers will serve as mentors to career advisement. Ms. Betsey Voorhees, Associate Director of MBA Career Services coordinates the pairing of managers with students. Ms. Betsey Voorhees manages this program.

• **Brand Consortium Forum (First and Second-Year Marketing Students)**
  A LinkedIn group is available to offer an informal forum for our alumni and students to network. This social network site is focused on career management for our marketing MBA students.
Spring Term

- **Brand Round Field Projects (First and Second year students)**
  Local businesses offer live, real-marketing problems for teams of students to solve. This activity is designed to give exposure to areas that do not fit the pedagogical constraints of regular classrooms. E.g., here are two recent projects:
  - **2010 Deloitte Automotive Gen Y Automotive Research Project**
    Students partner with senior executive at Deloitte to (1) analyze Deloitte’s proprietary benchmarking data on Gen Y’s attitudes toward the automotive purchasing process, (2) conduct primary research, (3) develop a report of their findings, and (4) present their results to Senior Executives in the automotive industry and international press as the unofficial kickoff to the North American AutoShow.
  - **Google Grants: Search Engine Marketing, Analytics, and Performance**
    As the exclusive MBA partner with Google’s Adwords in the Curriculum program, Broad Marketing students partner with non-profit organizations to develop online marketing campaigns focused on optimizing the spend of a $10,000 monthly AdWords budget that is donated by Google. Students manage the client relationship, develop and optimize online marketing campaigns, train their non-profits on the new system, and deliver final presentations on site at Google’s Ann Arbor Office.

- **Brand Trek (First and Second-year students)**
  The MBAMA will coordinate a field trip to visit with the marketing department of a major corporation

- **Brand Coach (First and Second-year Students)**
  Continuation of the coaching program.

- **Brand Consortium Forum (First and Second-Year Marketing Students)**
  Continuation of the Forum.
Appendix of Help Wanted Job Descriptions for Marketing
Help Wanted Sample #1:

**Frito Lay/Pepsico**

**Job Title: Assistant Marketing Manager - Flavors**

Owns the annual marketing plan and results for 7 UP and water. Adapts global brand platforms and develops national program to market ready state. Gains cross functional and management alignment and supports front line execution of consumer initiatives.

**Responsibilities**

1. Evaluate marketing potential and develop appropriate marketing offerings for water
   - Conduct market research and evaluate potential for water
   - Work with Functions and JVs to develop marketing plan for new product launch.

2. Develops marketing plans to drive growth, share and consumer preference for 7 UP
   - Aligns the marketing strategy for 7 UP to the needs of the business
   - Develops and gains alignment around annual marketing plan and initiative calendar
   - Understands and uses the key levers to drive consumer preference and volume

3. Develops marketing programs to market ready state
   - Adapts global platforms to meet local consumer, customer and regulatory needs
   - Ensures programs meet the needs of major trade channels
   - Provides executional guidelines and templates, e.g. outline media plan
   - Manages budget by ensuring each MU can execute effectively within funds available
   - Work with advertising agency to ensure creative materials meet the high quality standards

4. Market Assessment and Continuous Improvement
   - Tracks and continuously improves performance of initiatives
   - Monitors competitor activity and growth opportunities
   - Improves strategy and implementation to increase performance and competitiveness
Help Wanted Sample #2:

Whirlpool

Job title: Brand Marketing Manager

At Whirlpool Corporation, we provide the opportunity to lead brands that millions of people around the world use everyday. As a key member of our marketing organization, you own the business that focuses on driving customer loyalty and optimizing shareholder value. You help build brands and innovative products that win the hearts of our customers, improving their lives.

While pursuing your Brand Marketing career, you will:

- Deliver business performance (P&L and Market share)
- Position Brands
- Understand and translate Voice of the Consumer into action
- Develop and execute strategic plans to deliver seamless product launches
- Drive innovation throughout the business
- Market new product features

A career in Brand Marketing offers a path that progresses straight to the top for those with the drive and passion to succeed:

- Brand VP
- Brand Category Director
- Brand Category Manager

During your career at Whirlpool, you’ll have the opportunity to drive our value creation strategy within one of our marquee brands, such as Maytag, KitchenAid, Whirlpool and Jenn-Air. You will also have the opportunity to gain experience in other parts of the business to build a foundation of general management skills.

Qualifications:

- Experienced, educated professionals with demonstrated thought leadership and a track record of delivering extraordinary results.
- Leaders with MBAs, focusing in marketing or general management who possess 5+ years of progressive responsibility.
- Strong leaders with emotional intelligence who can work collaboratively with professionals from different functions and who exhibit a high-level of analytical skills.
Help Wanted Sample #3:

Nestlé

Job title: Assistant Brand Mgr
Nestle Purina PetCare Company
Marketing
St. Louis MO

Responsibilities:

Business Tracking and Analysis: Develop a clear competency in running the day-to-day business, including a) analyzing brand performance versus objectives, b) identifying issues and opportunities, c) managing brand budget to PFME and, d) managing packaging inventories to reduce write-offs.

Consumer Communication: Manage public relations, experiential, CRM. Manage national consumer promotions (bonus bags, FSI's, in-packs, in-store vehicles) and Catalina. Manage internet strategy and tactics.

Marketing Plan: Develop an understanding of the key marketing plan initiatives critical to success including Consumer Communication, Innovation/Renovation, Product Availability, and low-cost highly efficient Operations. Lead the brand initiatives in the Playbook. Assist in developing brand marketing plan.

Promotional Plan: Develop and execute the promotion plan. Analyze promotional programs to maximize effectiveness/efficiency.


Product Availability: Work with trade development to address the needs of key retailers.

Qualifications:

Bachelor's Degree with minimum 4 years experience in Consumer Products Goods Industry, plus 1 year of Brand Management experience or MBA with a minimum of 1 year of Brand Management experience in Consumer Products Goods Industry.

Skills:
Insight, Results Focus, Initiative, Proactive Cooperation
Help Wanted Sample #1

Microsoft

Job Title: Product Manager

RESPONSIBILITIES:

This role will drive and develop customer evidence for our burgeoning software plus services story. This will include a significant amount of cross-group collaboration both within the Server & Tool marketing group and with other groups across Microsoft. You will be a coordination point for product management activities and will have a high level of visibility and impact both inside and outside of the company. Specific responsibilities of the role include:

- Managing the process of collecting and communicating customer experiences with our product to ensure key marketing messages
- Spokesman for our services inside and outside of Microsoft
- Drive appropriate coverage evidence for industry and customer segments
- Identify, contact and cajole customers into doing the necessary work to develop interesting and persuasive case studies
- Subject matter expert on service, competitive landscape and how it relates to the software plus services offer
- Managing multiple external vendors and internal stakeholders across partner, product and customer audience groups

QUALIFICATIONS:

To be considered, candidates should have a demonstrated track record of success in product management for software services. A passion for the rapidly evolving communications market is required. The ideal candidate is someone who has a thorough understanding of the ship cycle for v1/v2 services and is a fast learner who will roll up his/her sleeves and develop a deep understanding of the product and market space. An ability and willingness to tackle tough issues and capitalize on opportunities is a prerequisite. This position also requires strong written and oral communications skills, strong analytical skills, and the ability to effectively collaborate with many diverse groups.

Candidates should have at least 3-5 years of post-college experience in areas directly relevant to the responsibilities described above. In addition, the successful candidate should have a demonstrated ability to drive non-reporting groups to perform. MBA or equivalent business experience is preferred.

This is a great opportunity to join one of Microsoft’s hottest and fastest growing businesses. You will experience the culture of a start-up blended with the maturity of planning, strategic thinking and resource investment you’d expect from a more established Microsoft business.
Help Wanted Sample #2

Procter and Gamble

**Job Title:** Marketing- Pampers Consumer Relationship Management Manager/ Assistant CRM manager- Hong Kong

**Responsibilities:**

Candidate to lead the full spectrum of Baby care customer relationship management program:
² Maximize Club coverage
² Manage database
² Direct agency to design/ improve/ manage website and direct mailers
² Negotiate on potential partners
² Form strategic alliance
² Help on other brand building projects
² Budget management

Timing to report to duty: ASAP

**Qualifications**

1. Degree/High Dip- preferably in Marketing/Medical/Nutrition/Nursing.
2. Minimum 3 year experience:
   a) Marketing/brand management, preferably in baby care category.
   b) CRM/Database/Club membership management experience.
   c) Nursing/Midwife background with knowledge on hospital operations; Connection to the network of medical professionals is a plus.
3. Strategic thinker and able to work independently to lead projects
4. Excellent presentation & communication skills
5. A good team player
6. Proficiency in written and spoken English & Chinese

**Primary Location**
China-Hong Kong-Hong Kong
Help Wanted Sample #3:

**American Express**

**Job title:** Marketing Manager

**Responsibilities**

Support the innovative, fast growing +$1B Gift Card business by developing and implementing key marketing initiatives to drive sales volume. Be a marketing strategy channel owner by delivering innovative plans to acquire new consumers in the highly competitive retail environment. Create competitive advantage for American Express Gift Cards at the POS thru appealing creative, breakthrough promotions, and incendiary marketing tactics. Other specific projects may include: market research (qualitative and quantitative), ATL development/execution (drive to store), BTL national and partner customized initiatives (drive in store), client negotiation experience thru marketing program sell-in, segment-specific marketing, and marketing campaign analysis (lift and ROI). Work cross-functionally with marketing managers, client management, ops, tech, CS, risk, legal, and brand group to deliver flawless execution.

**Qualifications**

3-5 years experience in marketing/product management with solid cross functional experience strongly preferred. MBA and consumer products marketing (CPG) experience desired. Candidate must possess strong thought leadership, project management, and problem solving skills. Must be able to deliver programs on time and within budget. Strong analytical capabilities required. Candidate must demonstrate an ability to collaborate and influence in a matrix organization. Individual will have a proven track record of results.