

University of Colorado at Colorado Springs
College of Business and Administration
Marketing 480, Marketing Strategy
Spring 2005 Course Syllabus

Instructor: Prof. Tom Gruen

Course meetings: Thursday from 1:40-4:15 in Dwire Hall, Room 210

Office hours: Dwire 246, Wednesdays, 2:00-4:00, and by appointment.

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Course prerequisites: MKTG 300

Course Materials

- **Text:** *Strategic Marketing Problems* 10th edition, by Kerin and Peterson
- *The Marketing Plan, a handbook, 2nd edition*, with Marketing Plan Pro CD (6.0), by Wood
- **Course Web site:** conducted on e-companion, <http://www.uccs.edu/%7Eonline/login.htm>.

Course Description and Objectives

This upper-level marketing course builds on concepts introduced in previous marketing courses and focuses on the development and application of value-enhancing strategies utilized by marketing managers. While this course is required for Marketing Majors at UCCS, it will be of immense benefit to anyone who is or plans to be involved in the product planning, market research, pricing, selling, communication, distribution, services delivery, and e-commerce of an organization. The primary application of the course is to help firms realize profits, but the concepts and models taught in the course can easily be applied to not-for-profit or other institutions that seek to enhance their value to their various customer and stakeholder groups.

The focus of this course is strategic marketing analysis and marketing planning. Students will learn the components and construction of a strategic marketing plan, and they will gain considerable experience in the analysis of complex marketing decisions. In addition, this course examines the major trends in marketing including the integration of marketing communications, radical changes in the selling function and sales force, customer relationship management, the impact of e-commerce, and the broadening role of marketing throughout organizations.

Course Objectives

- (1) For all students, regardless of major interest, the course provides a thorough investigation and application of marketing models and practices, outlines the process required to develop marketing strategies, and describes the nature of key strategic decisions (i.e., value creation, communication, delivery and extraction). In this course, students assume the role of the marketing manager and learn how to make complex decisions in case situations.
- (2) Participants will be expected to apply marketing strategy, models, and principles in a real-time situation where they will develop a marketing plan for an actual firm. Students will complete the course with a firm understanding of the marketing planning process, and a completed original marketing plan.

(3) Finally, students will have opportunities to build writing, speaking, discussion, team, and analytical skills.

Course Culture and Pedagogy

The course combines three essential methods of learning:

1. Text and lecture to present the course content
2. Case analysis for application of each module of course content
3. *The Marketing Plan* project for integration of the course modules

All three methods of learning in this course require advance preparation by the participants.

- The presentation and exposition of the marketing concepts will require that students read the assigned text chapters each week and be able to apply these when analyzing the case for the module. To complement the text reading, the instructor provides a short PowerPoint presentation that will emphasize and/or supplement key concepts presented in the text.
- Case analysis will require written case preparation and a class discussion of the case. Case discussion questions will be provided to guide preparation of the cases. In addition, most of the cases require significant preparation of financial analysis designed to inform the marketing decisions of the case. For the case discussion, the instructor will lead the discussion, directing the flow, asking questions, clarifying difficult points of the case, and asking for clarification of student comments. However, students are expected to carry the load of the discussion. At the conclusion of the discussion, the instructor will provide a summary of his position on the case analysis as well as the key “take-aways” from the case.
- The nature of the course is such that, each module builds upon the one before it to create an overall model of marketing strategy. In order to connect and apply all of the pieces, the course also features a team project where students will build a marketing plan for an organization.

“What’s hot in marketing?” For most sessions, the first 15 minutes of class will be a discussion of recent marketing related news stories. The instructor will normally bring a recent article to class, and students are also encouraged to bring news or magazine articles of interest.

Participation in Class Discussions. An effective class session can only occur if the students and the instructor are involved in the learning process. This is an upper level course, and students are expected to do their part by being prepared and contributing to both group and class meetings. Student learning will be impeded if the assigned material is not read and prepared prior to class. Students are expected to come to class prepared to discuss, ask questions, and contribute to the learning process. Thus, class participation is a critical component of the evaluation of a student’s performance. In evaluating class participation, contributions are rewarded that:

- 1) get the discussion off to a productive start,
- 2) shape the discussion through the introduction or use of concepts and frameworks,
- 3) provide enlightening quantitative analysis,
- 4) help change direction when needed,
- 5) summarize others' comments, all in a concise manner with avoidance of repetition and "chip shots."

Absence Policy. Attendance is not mandatory, but attendance is a major component of the class participation grade, thus *absences will have a detrimental effect on the class participation grade*. Due to the discussion nature of the class, it cannot be reproduced.

Course Assignments

1. Formal Case Write-ups (Modules 5,6,7; 10,11,12)

Student teams (2 students per team) will be assigned **two cases** where each team is required to prepare formal case analysis. Case analyses are required at the beginning of the class period on the assigned date. *For full credit, submit the case write-up as hard copy at the beginning of the class session. Late submissions are subject to the course late-work policy.* Make additional copies for each team member to use during the class session. (For the remaining four sessions where students are not assigned a major case, no written assignment is required. All students are expected to have read and prepared every case for class discussion.) **The written case analysis should follow the case analysis format described in Chapter 3 and pp. 660-675 in the text.** Case questions will be provided for each module, and these will be available through e-companion. Use the case questions to prepare for both the verbal and written cases. For several of the cases, the instructor will provide a spreadsheet program to guide the student's analysis of the case.

Follow these tips to get a high grade on case write-ups:

- When there are “numbers” provided in the case, they generally need to be analyzed, especially when they relate to one of the case questions. Summarize the analysis in the write-up, and attach the analysis as an appendix to your paper. Be sure that the discussion in the write-up references specifically any information included in the appendix.
- Use marketing terminology for the current session as well as that used in previous sessions.
- Keep in mind that this is a marketing course, so keep the focus on the marketing issues. Each case requires a lot of financial analysis, but remember that the financial numbers are used to inform marketing decisions!
- Stick to the point. An evaluation is being made on a few pages of writing.
- Write clearly, edit your paper, and avoid spelling and grammatical errors.
- Check your write-up against the grading template. What grade would you give yourself?

2. Assignments (Modules 3 and 4):

a. Financial Analysis Assignment

For Module 3, students have an assignment relating to financial aspects of marketing management. To receive an “A” on this assignment, it must be submitted at the beginning of the class period and in typed form. Complete assignments that are provided in typed form at the beginning of the class period will receive an 85% or higher grade, even if the answers are incorrect. *Assignments that are late, incomplete, or not in typed form* are eligible for a **maximum** 85% or a “B” grade.

b. Jones Blair Case

For Module 4, each student will hand in the answer to one of the case questions. Case question assignments will be made during the previous session. There will also be an in-class project that teams will complete and present in class.

4. Exams

The course will have two exams. The first exam will be a series of multiple choice questions that examine students' knowledge of marketing analysis, marketing planning, and any content covered since the beginning of the course. There will be a final exam for the course based on a case analysis. Details of the exam will be announced in class and through e-companion.

5. Course Project: Marketing Plan Pro

Teams (consisting of 4 or 5 students per team) will create a complete marketing plan for a business or other organization. The software provided by the Marketing Plan Pro software and accompanying handbook will serve as the guide to constructing the marketing plan. See the attached project overview sheet for more instructions. All students on the team will receive the same grade for the project. However, there will be peer evaluations required and clear cases of “free-riding” may lead to reallocation of points within a team.

Course Evaluation and Policies:

Grades will be based on the following proportions:

Formal Case write-ups	20%
Midterm Exam	20%
Final Exam Case write-up	10%
Class Participation including Assignments	25%
Marketing Plan Project	25%
TOTAL	100%

Late assignments: The instructor’s policy for accepting assignments after their due date and time is that any late course work must be received before the final regular class session of the semester (May 5, 2005) to receive any credit. The policy also maintains that *only assignments that are received at the beginning of class on the due date are eligible to compete for a top (i.e., “A”) grade*. Thus any work turned in after the due date is eligible for a **maximum** 85% (“B”) grade.

e-companion: The e-companion system will be used to enhance communications and interaction for Marketing Strategy. Each student should log into e-companion regularly for updates and information related to this class. When possible, class handouts (such as PowerPoint slides) will be made available through the e-companion site, and assignments such as case write-ups can be submitted the site. The instructor will use the gradebook function in e-companion to provide students feedback on each individual assignment as well as class participation scores. *The composite grading function in the e-companion gradebook may not accurately reflect the student’s composite grade or standing in the course*. However, the individual scores for each graded assignment will be assumed to be accurate.

Note: Direct questions outside of class to the instructor directly through e-mail at tgruen@cyberclass.uccs.edu. E-mail submitted through the e-companion e-mail function is routed to this address as well.

Course feedback: Students are expected and encouraged to provide constructive feedback to the instructor regarding the course at any time. Near the end of the course, each student must complete a formal course feedback questionnaire that is required by the university.

Syllabus: The syllabus has been developed to provide students a helpful guide for the course, but it does not function as a contract. The instructor reserves the right to make any changes to any aspect of the course at any time.

Revised 3/7/05

Student Behavior and Academic Honesty: Students are expected to operate in an ethical and professional manner on all discussions, assignments, and exams. Students are expected to understand and follow all university guidelines and policies regarding academic and personal conduct. *Cellphones, pagers, and other electronic devices must be turned off or operated in silent mode during class time.*

**Marketing Strategy—MKTG 480
Semester Schedule for Spring 2005**

	Date	Topic	Assignments
1	Jan 20	1. Marketing Strategy and Marketing Planning introduction 2. Introduce Marketing Plan Project 3. Introductions for Marketing Plan project team formation	KP 1 MPP preface
2	Jan 27	1. Market Decision Making and Case Analysis 2. Introduce financial aspects of marketing management 3. Form Marketing Plan Project teams	KP 3; Appendix 660-675 KP 2, preview MPP 1
3	Feb 3	1. Financial Aspects of Marketing Management 2. Review assignment 3. Form/finalize case teams 4. Preview MPP software, finalize teams	KP 2; Prepare questions 1, 2, 3, and 8 on pp. 46-49 MPP 7
4	Feb 10	1. Opportunity Analysis and Market Targeting 2. Jones Blair case discussion (Superbowl Ad Review)	KP 4 Case: Jones Blair (assigned question) MPP 2, 3
5	Feb 17	1. Product and Service Strategy 2. Soft and Silky case discussion 3. Marketing Plan Project initial proposal due	KP 5 Case: Soft and Silky MPP 4-5
6	Feb 24	1. Integrated Marketing Communications 2. Cadbury Crush case discussion	KP 6 Case: Cadbury Crush MPP 6
7	Mar 3	1. Marketing Channel Strategy and Management 2. Swisher Mower case discussion	KP 7 Case: Swisher Mower MPP 8
8	Mar 10	Exam 1	
9	Mar 17	1. Comprehensive project proposal due; 2. teams meet with instructor	
	Mar 24	Spring Break	Have Fun!
10	Mar 31	1. Pricing Strategy and Management 2. Southwest Airlines case discussion 3. Team meetings with instructor	KP 8 Case: Southwest Airlines
11	Apr 7	1. Marketing Strategy Reformulation 2. Macon Museum of Art case discussion	KP 9 Case: Macon Museum
12	Apr 14	1. Comprehensive Marketing Programs 2. Pharmicia Rogaine case discussion	KP 10 Case: Pharmicia Rogaine
13	Apr 21	Marketing Plan Project Presentations I	
14	Apr 28	No class meeting—project work week	
15	May 5	Marketing Plan Project Presentations II	Projects Due May 2 @ 4:15 p.m.
16	May 12	Final Exam	Case: TBA

Project Description
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Overview:

- The course project provides student teams the opportunity to create a marketing plan for a business or other organization. The final product will give students a “tangible” piece to contribute to the planning efforts of the selected organization, and it will also provide students a “showcase” when interviewing for marketing positions.
- The objective of the project is for each team to produce a marketing plan for an actual or proposed organization. This can be a retailer, wholesaler, OEM, e-business, non-profit, a UCCS campus organization, and so forth. Each team is to find the organization for which it will develop a comprehensive marketing plan. If a team needs some ideas, the instructor has some contacts of organizations that may be interested in having a plan developed.
- The Marketing Plan Handbook by Wood with the accompanying MarketingPlan Pro software will serve as the guidance system for preparing the marketing plan.

Team Formation and Meetings:

- Students will work in groups of 4 or 5 students. Students who wish to form their own team must submit their request to the instructor by January 27. The instructor will make remaining team assignments on February 3 during the class session. Students that have not formed a team or are not in class on February 3 will need to notify the instructor on or before February 3 in order to be placed on a team. Students who wish to change teams may do so by February 17, providing a team member from the other team is willing to make the switch.
- Upon request, teams will be provided an e-companion group folder in order to enhance communications among team members. The course instructor will also have access to the group folders.
- From February 10 through April 14, the class sessions will be structured so that the groups will have at least 20 minutes to meet, normally at the end of the scheduled class session. The instructor will be available to meet with student teams during this time period. In addition, all teams must have two formal meetings with the instructor to discuss progress. One meeting will occur on March 17, and the second meeting will be at the team’s discretion. At least three team members must attend these meetings.

Deliverables:

- Each team will produce a comprehensive written Marketing Plan for their selected organization. The length of the Marketing Plan is open, but the MarketingPlan Pro software should be used as a guide to the general format and the elements that should be included in the plan.
- The Marketing Plan must follow the format and include the elements in the Marketing Plan Pro software. Teams that find the software difficult and/or otherwise restrictive may create the marketing plan using Microsoft Office software (Word, Excel, Powerpoint), but must follow the prescribed format of the Marketing Plan Pro.
- Each team will make a formal presentation of their plan to the class. This should feature professional looking visuals and a well-rehearsed verbal presentation.

The timeline for the plan follows:

- February 3: Form project teams.
- February 17: Initial proposal due (1 page outlining the organization, contacts, and general description of the organization’s need for marketing planning).
- March 17: Comprehensive proposal due (about 5 pages; includes a thorough outline of proposed plan, background research of the organization and industry, general assessment of marketing situation, marketing and financial objectives, and agreements with the organization.)
- May 2: All final projects due by 4:15 p.m. (Note: this is not a class meeting date.)
- April 21 and May 5: Team presentations (presentations will be approximately 15-20 minutes in length).