COURSE OBJECTIVE

The fundamental objective of this course is to provide students with an understanding of the practical aspects of marketing management. Students completing the course will have an understanding of the application of key marketing terms and concepts, tools and frameworks in complex business situations. The content will focus on the role of marketing activities in the business enterprise and their utilization to achieve a sustainable competitive advantage. Gaining the ability to apply the tools and concepts of marketing is the key objective.

COURSE MATERIALS

TEXTBOOK
ANY TEXTBOOK
Any and all marketing textbooks utilized in the program so far would be helpful. None required.
Suggested:

- Principles of Marketing by Kotler and Armstrong
- Marketing by Kerin, Hartley, and Rudelius
- Brand Management by Kevin Lane Keller
- Marketing Research by Iacobucci and Churchill
- Contemporary Advertising and IMC by Arens, Weigold and Arens.

Electronic Commerce: The Strategic Perspective by Watson, Berthon, Pitt, Zinkhan - University of Georgia 2008: Note- This is a free on-line text and will be posted to blackboard

COURSE STRUCTURE

The course will focus on the activities performed by a typical marketing department in an average company. To assist you in this endeavor and to help ensure the objective of the class is achieved, each class section will be conducted as a seminar with the following activities typically taking place:

1. The articles read for the class session will be discussed, with each class member taking an active part in the discussion, with particular consideration being given to the relevance and significance of the articles’ content to marketing management. Articles should be read before the listed class date.

2. Various marketing topics will be discussed by the instructor

3. The specific analysis tools required for a proficient marketing plan development and implementation will be presented.
4. Term game/project related information and ideas will be debated.

5. Guest Speakers and/or in-class exercises may also be part of the course

6. Grading will incorporate four papers, team game position, in-class attendance and participation evaluation.

The Rules:

Class Participation is absolutely essential and along with any assigned assignments is worth up to 20% of your final grade. I expect you to have read the assigned materials (articles and/or handouts) before the class meeting. This will help you participate in class. Class is 3 hours per week and I do not want (nor should you have to listen) to me talk for that long a time. Most of the class time will be spent in discussing the articles, key concepts, current topics of interest and/or handouts. Most weeks, time will also be provided for group/team work (recognizing the difficulty of groups meeting at alternative times during these weeks). The Team work will also require weekly inter-team communications which should be planned and scheduled once team assignments have been made by the Instructor.

Obviously, in order to participate, you must attend the classes! If you miss two or more classes without informing me in advance and without good reason, your grade will be reduced by up to a grade. For example, if you are a B+ student and you miss two or more classes, the best grade you can make is a C+. Miss 4 classes and your grade will be an “F”. I do understand that there are circumstances that may require you to miss a class advising me in advance will help here but does not remove your responsibility for all assigned work.

Home Work: During the course of the semester, you will be required to submit typewritten assignments (such as article reviews and evaluations), which along with class participation represent a significant portion of the term grade. Details of each assignment will be discussed in class. Late submissions will not be accepted. All homework/written assignments must be typed double spaced and handed in at the beginning of class on the due date. If you are unable to attend class, make sure you find a way for the assignment to reach me before class. For example, you may email me or even better ask a classmate to submit your work for you.

Instructor’s Expectations of Students: I expect you to be committed to learning about marketing and fulfilling course obligations. In fact in this class we are all marketers and I will be asking you questions as though you are the marketing manager so be prepared to think as a marketer. I want you to leave this course equipped with marketing knowledge that you can utilize in the future. Your commitment in this class is apparent to me in the following ways:

1) Come to class prepared (completed assigned readings, review notes)
2) Attend class regularly, on time, and stay for the entire class period (attendance taken at all classes)
3) Be aware of any changes and updates made to the syllabus and/or assignments
4) Actively participate in class (ask questions, contribute to the class discussion, pay attention)
5) Ask me questions when you are unclear about a topic or want to explore an area in more detail
6) Have integrity! (Do not plagiarize your assignments or cheat on quizzes and/or tests! - at Rutgers this is cause for failure – nuff said!!)
**Students’ Expectations of the Instructor**: Just as I have expectations for you, I want you to know that I am also committed to your education.

1) The class will be informed and updated on the direction of the course
2) Be prepared for class, beginning and ending on time
3) Return assignments/tests back to you in a timely fashion
4) Facilitate open discussions and encourage questions
5) Be available to you when you have problems, questions, and suggestions

---

**Policies:**

- Please adhere to professional behavior in class. Cellphones, and other electronic devices (other than computers being used for class work) should be shut off during class. Refrain from texting, chatting, surfing the web, checking those critical Facebook or Social Media updates or Tweets, reading the newspaper, answering phones, wearing headsets etc. Such behavior is disruptive and discourteous, and if observed will be cause to ask you to leave for the day (and no credit given for that class).

  I have asked students to leave class for breaking this rule and will in the future, so if you are unable to be in class without adhering to this policy this course may not be for you.

Consider this your personal warning and know I am very serious about this point. Each semester I have “asked” students to leave class and were noted in my records for using their phones during class. Expect if you break this rule for your final grade to be negatively impacted!

- Important announcements will be made in class and posted on blackboard (email announcements may also be utilized for communication purposes).
- Final course grades are final. Changes will only be made if there is a mistake in the calculation of the final grade.
- Accommodating students with special learning needs: In accordance with the university policy, students with documented sensory and/or other learning disabilities should inform the professor, so that their special needs may be accommodated.

---

**STUDENT EVALUATION**

The evaluation of your performance in this class encompasses all areas of the course in which we delve including (but not limited to):

- Any Assigned works or papers: these will be assigned throughout the semester and you are responsible for completing each assignment- if you are absent when an assignment is given be sure to check blackboard. 45% (10% for each of first 3 papers and 15% for the fourth)
- Marketing Strategy Game Results 35%
- Attendance and In Class Participation 20% (10% each)
Group Presentation

At the end of the term each group is responsible for presenting their marketing strategy decisions and rationale from the simulation game to the class (hint: keep a team journal from the beginning of the course). You will have 12 minutes to present your project (this is not a lot of time for a group presentation so be sure you’ve practiced and have the timing down). You cannot go over your time (we just don’t have the time). Your grade will be deducted if you do not complete your presentation in the allocated time and whatever content you didn’t cover will not be evaluated. This is a professional, business presentation; as such you will be graded not only on content, but also organization, presentation skills, visual aids (optional but if you use they are gradable, and dress (biz casual just fine). Each member of your group must orally present a section of the presentation (that means just about 2 minutes each, not a lot of time).

Teamwork

Working as a group is an important, in fact critical component of this class. As mentioned above groups will be assigned. Each member will receive the same grade for the game effort and group presentation. If there is an issue about a specific team member not “pulling their weight” then the other team members may come to me (as a group only- not as individuals) and share that concern. I will then, as CEO, determine if that member is to be “fired” (just like the Apprentice) resulting in no credit on the project for that student. Do your part and be an active member of your group. YOU DO NOT WANT TO BE FIRED. No one may be fired when there are 2 weeks left so don’t wait till then to make this important decision that someone is not doing their part.

Attendance:

Regular attendance is both expected and considered necessary for adequate completion of the course. Attendance will be taken each class promptly at start of class. If you are fifteen minutes late to class (according to my watch) or leave early (without an approved excuse) you will be counted absent. You are responsible for all material covered in class or assigned, regardless of the reason for absence. You are given one unexcused absence. After this initial unexcused absence a deduction of 5% may be made to your final grade for each class absence. There is NO CAP on the amount of points that will be taken from your grade (If you miss 3 classes, you will have 15% taken from your final grade average). If you miss 5 classes you will automatically receive an F (failing grade). For frequent absences, missing a test and/or the group presentation an official excuse from the Dean’s office may be necessary. Please remember that if you are missing a lot of classes your participation grade will be quite low.

The following is a list of approved absences (with original/not copied documentation that includes the dates missed in class):

1. Student’s illness
2. A serious illness in the student’s immediate family
3. Death in the student’s immediate family
4. University-related trips (with prior notification)  
5. Religious holidays (with prior notification)  
6. Court subpoena (with prior notification)  

Work related excuses, weddings, other family events, a family vacation, etc. are not approved absences. Neither are club or fraternity events as these are beyond academics.

**Participation:**

Part of your responsibility as a student is to ask questions or make (constructive) comments during class. Class participation is not the same as class attendance and as such regular attendance alone will not guarantee you a good participation grade. It is extremely important that you come to class fully prepared to participate and contribute to discussions. Participating in class makes the class more enjoyable not only for yourself, but also for the other students in the class so SPEAK UP!

If you do not participate in class you will receive a 0 for this class component. I do reserve the right to increase attendance and participation beyond the 20% allocated in the case of “very” borderline grades. If you are not satisfied with the grades you are receiving throughout the term please see me ASAP. I rarely change graded assignments—but together we will hopefully create effective strategies to improve your grades. Don’t wait until the end of the term to talk to me about any problems (group project, personal, etc.).

Final grades are nonnegotiable (unless of course, a mathematical error has occurred). I will not release grades early.

For this course the following guidelines will be utilized to determine all term grades:

**Course Components:**

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Papers as assigned</td>
<td>45%</td>
</tr>
<tr>
<td>Team Game position, Team Paper and final presentation</td>
<td>35%</td>
</tr>
<tr>
<td>Attendance &amp; Class Participation</td>
<td>20%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Perfect attendance earns a 2 point bonus but must be perfect – no exceptions.
Grading Scale:

- A     94-100
- B+    88-93
- B     83-87
- C+    78-82
- C     70-77
- D+    68-69
- D     65-67
- F     <65

All grades will be calculated by the Professor using these grading elements. I realize the criteria for an A is challenging (as it should be) but very doable as my students have learned. Please note I am not allowed to issue grades of A- so a grade below an A is a B+.

- Missing classes will negatively affect your grade as mentioned elsewhere in this syllabus

- Class Participation will be an additive factor in determining grades, especially in those “borderline” cases

---

**Academic Integrity Policy.**

Academic dishonesty includes: cheating, plagiarism, falsifying information, multiple submissions, complicity, and interfering with another student’s work. **LACK OF UNDERSTANDING OF WHAT CONSTITUTES PLAGIARISM WILL NOT BE ACCEPTED AS AN EXCUSE FOR IT.** If I have determined that one or more of the above academic violations have occurred you will either receive a 0% for a test/assignment, a reduced grade in the class, an “F” in the class, a letter in your permanent file, and/or a recommendation for academic probation. The seriousness of the violation will dictate what course of action I will choose.

“Honesty is the best policy.”-Anonymous Recent events in the business world (Enron, Tyco, Madoff, etc.) attest to the importance of “doing the right thing.” Unethical behavior is typically not a one-time occurrence—it is a pattern. Furthermore, it is a reflection of your character. Plagiarism and cheating will come to haunt you (whether you get caught or not). Be proud of grade, your future diploma….BE HONEST!!!
Extra Credit.

Extra credit will not be offered in this class through additional projects and/or completing research surveys. **Do not count on an extra credit opportunity.**

Students with Disabilities

Students who need special accommodations should contact me ASAP. I am happy to make appropriate accommodations for you (within school guidelines) but I can only react to what I know.

Instructions for Turning in Written Work

You must turn in your assignments during the class period and date noted in the course schedule. I will not accept late work on any preliminary assignments

1. You can only submit typed work
2. Use 12, times new roman font or similar
3. **Double space your work**
4. Use complete sentences and paragraphs
5. You need to use correct spelling (that’s what spell check is for) and grammar!
6. Use correct citation (APA or MLA form). This includes electronic sources.
7. Staple your work
8. Use one inch margins on all sides
9. For Group submissions You must include the names of each group member and what role they played in completing the project.
10. While plastic sleeves may make a presentation look nice, as a reader and grader they just get in the way of my writing comments which I do. So please **no plastic page covers.**

I am also certified to teach Language Arts and Social Studies to secondary school students. At their level some grammar and spelling errors are bound to occur. At the college level these are unacceptable. Your work reflects the care you put into it.
Marketing Strategy Game

Throughout the semester teams will participate as competing companies in an online marketing strategy game. The team that achieves the first place is going to receive the highest grade on the marketing strategy game component of the class. Other teams will receive grades in accordance with the rank of their company at the end of the game period. (Details will be discussed in class).

Articles:


22. Kalan, Marc H., “Tips to Enhance Personal Presentation Skills in the Digital Age,” Part II
   *Journal of Sales & Marketing Management*, January 9, 2013


---

**TENTATIVE COURSE OUTLINE**

<table>
<thead>
<tr>
<th>W/O Date</th>
<th>Subjects</th>
<th>Reading/Other Presentations</th>
<th>Other Note: papers due on class date listed here</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/1</td>
<td>The Role of Marketing</td>
<td>Article 1: “Marketing Myopia”</td>
<td>Syllabus Review and StratX presentation 1</td>
</tr>
<tr>
<td>9/8</td>
<td>The Role of Marketing - 2</td>
<td>Article 2: “Creating a Market Driven Organization”</td>
<td>Mark Strat Game Discussed &amp; Teams assigned StratX presentation 2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Articles</th>
<th>Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/22</td>
<td>Resources, Capabilities, Core Competencies</td>
<td>Article 5: “The Core Competence of the Corporation” Article 6: “Scanning the Periphery”</td>
<td>Submit 2 page paper: Topic “Why (insert company or industry name) is suffering from Marketing Myopia” Provide concrete examples in your discussion</td>
</tr>
<tr>
<td>Date</td>
<td>Course Area</td>
<td>Articles</td>
<td>Assignments</td>
</tr>
<tr>
<td>--------</td>
<td>------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>10/20</td>
<td>Integrated Marketing</td>
<td>Article 15: “The Customer Has Escaped”</td>
<td>Read Articles 21, 22, 23 (all short)</td>
</tr>
<tr>
<td></td>
<td>Communications, Promotion</td>
<td>Article 16: “Getting the most out of Advertising and Promotion On-Line</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Text: Electronic Commerce cps 4,5,6, 7</td>
<td></td>
</tr>
<tr>
<td>10/27</td>
<td>Ethics and Marketing Strategy</td>
<td>Enron: The Smartest Guys in the room-movie presentation</td>
<td>Create written listing of all ethical and business issues observed in the film</td>
</tr>
<tr>
<td>11/3</td>
<td>Ethics and Marketing Strategy</td>
<td>Enron Discussion-Ethics in Marketing</td>
<td>Submit paper on what you felt was the most critical issue in the Enron case</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- support with strong arguments- 1 page max so be very concise – include as</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>attachment your complete list of Enron Ethical Issues</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Article 19: “The Balanced Scorecard: Measures that Drive Performance”</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Article 20: “A</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Literature Review and Integrative Performance Measurement Framework for</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Multinational Companies</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Event</td>
<td>Details</td>
<td></td>
</tr>
<tr>
<td>----------</td>
<td>-----------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>11/17</td>
<td>Open date for Catch Up and/or Team Time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11/24</td>
<td></td>
<td>Final Team Decisions due by Tuesday 11/25 @ 6pm</td>
<td></td>
</tr>
<tr>
<td>12/1</td>
<td>Marketing Strategy Game Board Meeting</td>
<td>Presentations: Team Papers Due - NO EXTENSIONS</td>
<td></td>
</tr>
<tr>
<td>12/8</td>
<td>Catch Up and Wrap Up</td>
<td>Read Article of your choice from posted list – This assignment serves as the final for this course - be sure to complete full assignment – both Part 1 and Part 2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Note: Final class on Tuesday 12/9 and Final Paper due</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Part 1:** Choose any article (other than those already written about) and write a 1-2 page summary of key point(s) and whether you agree or disagree and why (support your position with examples)
- **Part 2:** Write 1-2 pages on: What was the most valuable thing(s) you learning from taking Marketing Strategy and how will that aid or be applied in your current or future job?

---

We will spend a lot of time together over the semester, let’s make it an enjoyable and totally positive experience.