

Marketing
Course Number: 33:630:452
Course Title: Marketing Strategy & Decision Making

COURSE DESCRIPTION

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 Canvas

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.
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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. **Hard copies (not an email submission) are required.** If you are unable to attend class, make sure you find a way for the assignment to reach me before class. For example, ask a classmate to submit your work for you.

ACADEMIC INTEGRITY

I do NOT tolerate cheating. Students are responsible for understanding the RU Academic Integrity Policy (<http://academicintegrity.rutgers.edu/>)

I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, "On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment." I will screen all written assignments through *SafeAssign* or *Turnitin*, plagiarism detection services that compare the work against a large database of past work. Don't let cheating destroy your hard-earned opportunity to learn. See business.rutgers.edu/ai for more details.

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, RBS....BE HONEST!!!

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 canvas. 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 weekly team journal from the beginning of the course). You will have 10 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 allowed one unexcused absence (you are still responsible for all materials from that class). 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 10% taken from your final grade average). **If you miss 4 classes in total 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 (each semester a few students choose to place these organizational activities ahead of academics, this is not acceptable for this class and if those are your priority please reconsider if this course is for you).

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:

Papers as assigned	45%	
Team Game position, Team Paper and Final Team presentation	35%	
Attendance & Class Participation	20%	
TOTAL	100%	

- Grading Scale:
 - o A 94-100
 - o B+ 88-93
 - o B 83-87
 - o C+ 78-82
 - o C 70-77
 - o D+ 68-69
 - o D 65-67
 - o 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

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.

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 combined with the quality of their oral and written strategy presentations. (Details will be discussed in class).

You must purchase a license to participate in this required simulation. Please purchase the first week of class so you can be assigned to a team. I will do that assigning week of () so that by the next class you will be able to begin assignment 1 with your team mates. Please do not delay and hold up your team from moving forward. See Directions on Canvas.

First practice decisions will be due by ().

INSTRUCTOR'S EXPECTATION 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!!)
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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
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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. All work needs be your own.
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 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.

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 Canvas (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.

Contacting me. Email is the easiest and fastest way to reach me. **When you email me you need to put the following in the subject line: Rutgers Marketing: (Your Name)**. Unfortunately I get Spam and do not open emails that I do not recognize- SO MAKE IT EASY FOR ME TO RECOGNIZE YOUR NOTE. I will typically respond to your email within 24 hours (except weekends as noted earlier). Easiest email is () or (). If you need to call me my cell is () (but please have a good reason to call).

ARTICLES

1. Levitt, T. (2004) “Marketing Myopia”, Harvard Business Review, July-Aug, pp. 138 – 149.

2. Day, G.S. (1999) "Creating a Market-Driven Organization", Sloan Management Review, 41(1), pp. 11-21.
3. Henderson, B.D. (1989) "The Origin of Strategy", Harvard Business Review, Nov-Dec, pp. 2-5.
4. Porter, M.E. (1996) "What is Strategy?", Harvard Business Review, Nov-Dec, pp. 61-78.
5. Prahalad, C.K. and G. Hamel (1990) "The Core Competence of the Corporation", Harvard Business Review, May-June, pp. 79-91.
6. Day, G.S. and P.J.H. Schoemaker (2005) "Scanning the Periphery", Harvard Business Review, Nov, pp. 135-148.
7. Yankelovich, D. and D. Meer (2006) "Rediscovering Market Segmentation", Harvard Business Review, Feb, pp. 122-131.
8. Nunes, P.F., Johnson B.A., and R.T.S. Breene (2004) "Selling to the Moneyed Masses", Harvard Business Review, July-Aug, pp. 94-104.
9. Day, George S. (2007) "Is It Real? Can We Win? Is It Worth Doing?", Harvard Business Review, Vol. 85 Issue 12, p. 110-120.
10. Drucker, Peter F. (2002) "The Discipline of Innovation", Harvard Business Review, Vol. 80, Issue 8, p. 95-103.
11. Keller, K.L. (2000) "The Brand Report Card", Harvard Business Review, Jan-Feb, 147-157.
12. Fournier, Susan; Lee, Lara (2009) "Getting Brand Communities Right", Harvard Business Review, Vol. 87, Issue 4, p. 105-111.
13. Anderson, Eric; Simester, Duncan (2003) "Mind Your Pricing Cues", Harvard Business Review, Vol. 81, Issue 9, p. 96-103.
14. Gourville, John; Soman, Dilip (2002) "Pricing and the Psychology of Consumption", Harvard Business Review, Vol. 80, Issue 9, p. 90-96.
15. Nunes, Paul F.; Cespedes, Frank V. (2003) "The Customer Has Escaped", Harvard Business Review, Vol. 81 Issue 11, p96-105
16. Abraham, M.M. and L.M. Lodish (1990) "Getting the Most Out of Advertising and Promotion", Harvard Business Review, May-Jun, pp. 50-60.
17. Aaker, D.A. and E. Joachimsthaler (1999) "The Lure of Global Branding", Harvard Business Review, Nov-Dec, pp. 137-144.
18. Cavusgil, S. Tamer, Yenyurt, Sengun, and Janell D. Townsend (2004) The Framework of a Global Company: A Conceptualization and Preliminary Validation, *Industrial Marketing Management*, 33 (8), pp 711-716.
19. Kaplan, R.S. and D.P. Norton (2005) "The Balanced Scorecard: Measures that Drive Performance", Harvard Business Review, Jul-Aug, pp. 172-180.
20. Yenyurt, Sengun (2003) A Literature Review and Integrative Performance Measurement Framework for Multinational Companies, *Marketing Intelligence and Planning*, 21(3), pp. 134-142.
21. **Kalan, Marc H., "Tips to Enhance Personal Presentation Skills in the Digital Age," Part I**
Journal of Sales & Marketing Management, January 7, 2013
22. **Kalan, Marc H., "Tips to Enhance Personal Presentation Skills in the Digital Age," Part II**
Journal of Sales & Marketing Management, January 9, 2013
23. **Kalan, Marc H., "Tips to Enhance Personal Presentation Skills in the Digital Age," Part III**
Journal of Sales & Marketing Management, January 11, 2013
24. **Kalan, Marc H., "You Are The Brand,"** *Sales & Marketing Management*, May 23, 2019
25. **Kalan, Marc H., "Now More Than Ever: Personal Presentation Tips for the Digital Age,"**
Sales & Marketing Management, November 26, 2018

COURSE SCHEDULE

Sec 01 Class meets () the first date or Sec 02 on () the second date	Subjects	Reading/Other Presentations To be read in advance of listed class date	Other Note: papers due on class date listed here
	The Role of Marketing	Article 1: “Marketing Myopia”	Syllabus Review and StratX presentation 1 All must purchase Strat X License this week.
	The Role of Marketing - 2	Article 2: “Creating a Market Driven Organization”	Paper #1 Assigned: Topic “Why (insert company or industry name) is suffering from Marketing Myopia” Provide concrete examples in your discussion. Two Strat X Practice Decision Rounds: Decision Round 1 done in class Decision Round 2 () Strat X Reset to start on ()
	Strategic Marketing Planning	Article 3: “The Origin of Strategy” Article 4: “What is Strategy”	Decision Round 1 ()
	Resources, Capabilities, Core Competencies	Article 5: “The Core Competence of the Corporation” Article 6: “Scanning the Periphery”	Submit 2 page paper: Topic “Why (insert company or industry name) is suffering from Marketing Myopia” Provide concrete examples in your discussion Decision Round 2 ()
	Market Segmentation, Target Marketing and Positioning	Article 7: “Rediscovering Market Segmentation” Article 8: “Selling to the Moneyed Masses”	Decision Round 3 () Paper 2 assigned

	Product Management Branding	Article 9: “Is It Real? Can We Win? Is It Worth Doing?” Article 10: “The Discipline of Innovation” Article 11: “Brand Report Card” Article 12: “Getting Brand Communities Right”	Decision Round 4 ()
	Pricing Distribution and Supply Chain Management	Article 13: “Mind Your Pricing Cues” Article 14: “Pricing and the Psychology of Consumption” On-Line Text: Electronic Commerce cp 8	Submit 2 page paper based on articles: “The Origin of Strategy”, “What is Strategy” or “Creating a Market-Driven Organization” 2 pages max. Decision Round 5 ()
	Integrated Marketing Communications, Promotion	Article 15: “The Customer Has Escaped” Article 16: “Getting the most out of Advertising and Promotion On-Line Text: Electronic Commerce cps 4,5,6, 7	Read Articles 21, 22, 23 (all short) Decision Round 6 () In Class Case Competition #1 Warner Lambert Case Study (read in advance)
	Ethics and Marketing Strategy	Enron: The Smartest Guys in the room- movie presentation	Create written listing of all ethical and business issues observed in the film Paper 3 assigned Decision Round 7 ()
	Ethics and Marketing Strategy	Enron Discussion- Ethics in Marketing	Submit paper on what you felt was the most critical issue in the Enron case - support with strong arguments- 1 page max so be very concise – include as

			<u>attachment your complete list of Enron Ethical Issues</u> Decision Round 8 ()
	Global Marketing Implementation and Control	Article 17: “The Lure of Global Branding” Article 18: “The Framework of a Global Company” Article 19: “The Balanced Scorecard: Measures that Drive Performance” Article 20: “A Literature Review and Integrative Performance Measurement Framework for Multinational Companies”	Decision Round 9 () This is the final round- begin work on team paper and presentations after Round 9.
	In class Case #2 Or Guest Lecturer		Final paper assigned
	Marketing Strategy Game Board Meeting	Mandatory attendance	Presentations: Team Papers Due- NO EXTENSIONS
	Catch Up and Wrap Up		Final paper which serves as course final due, parts 1 and 2. No Extensions.

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

SUPPORT SERVICES

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at ods.rutgers.edu.

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email dsoffice@echo.rutgers.edu]

[Rutgers University-Newark ODS phone (973)353-5375 or email ods@newark.rutgers.edu]

If you are *pregnant*, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email jackie.moran@rutgers.edu]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email TitleIX@newark.rutgers.edu]

If you seek *religious accommodations*, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email deanofstudents@echo.rutgers.edu]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email DeanofStudents@newark.rutgers.edu]

If you have experienced any form of *gender or sex-based discrimination or harassment*, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at <http://vpva.rutgers.edu/>.

[Rutgers University-New Brunswick incident report link: <http://studentconduct.rutgers.edu/concern/>. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7 . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at TitleIX@newark.rutgers.edu. If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email run.vpva@rutgers.edu]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via <https://temporaryconditions.rutgers.edu> .

If you are a military *veteran* or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. <http://veterans.rutgers.edu/>

If you are in need of *mental health* services, please use our readily available services.

[Rutgers University-Newark Counseling Center: <http://counseling.newark.rutgers.edu/>]

[Rutgers Counseling and Psychological Services–New Brunswick: <http://rhscaps.rutgers.edu/>]

If you are in need of *physical health* services, please use our readily available services.

[Rutgers Health Services – Newark: <http://health.newark.rutgers.edu/>]

[Rutgers Health Services – New Brunswick: <http://health.rutgers.edu/>]

If you are in need of *legal* services, please use our readily available services: <http://rusls.rutgers.edu/>

Students experiencing difficulty in courses due to *English as a second language (ESL)* should contact the Program in American Language Studies for supports.

[Rutgers–Newark: PALS@newark.rutgers.edu]

[Rutgers–New Brunswick: eslpals@english.rutgers.edu]

If you are in need of additional *academic assistance*, please use our readily available services.

[Rutgers University-Newark Learning Center: <http://www.ncas.rutgers.edu/rlc>]

[Rutgers University-Newark Writing Center: <http://www.ncas.rutgers.edu/writingcenter>]

[Rutgers University-New Brunswick Learning Center: <https://rlc.rutgers.edu/>]

[Optional items that many faculty include:

- Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.

- Students must sign, date, and return a statement declaring that they understand this syllabus.]