

COURSE SYLLABUS
MARKETING Management– MKTG 690
Dr. David M. Andrus
2006 Fall Semester

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Course Website:	http://info.cba.ksu.edu/andrus/
Office hours:	By appointment
Class:	TU 11:30-12:45, Calvin Hall 211; 1:05-2:20, Calvin Hall 209
Prerequisites:	MKTG 642 or concurrent enrollment

Required Texts and Materials:

Marketing Management, by Philip Kotler and Kevin Lane, 12th edition.
Marketing Plan Handbook (2nd edition) by Marian Wood and *Marketing Plan Pro 6.0* (CD ROM) by Palo Alto Software.

A package of 15 Apperson scantron cards.

The textbooks and Apperson cards are on sale in the K-State Union Bookstore, Varney's Bookstore, and the textbook is on reserve in Hale Library.

Course Objectives:

The purpose of this capstone marketing course is to review, summarize, integrate and apply marketing management and marketing strategy. The course will provide you with a systematic framework for understanding marketing management and strategy and a solid foundation in fundamental marketing decision-making tools and management of all of the elements of the marketing plan. Students will develop knowledge and skills in the essential aspects of marketing management, marketing strategy, and emerging marketing applications, with a focus on the development and execution of programs, audits, and plans. The scope and content of activities performed by marketing managers will also be described and discussed.

The emphasis in this course is on how to actually conceptualize and conduct a marketing plan as well as use the plan as an aid for marketing management decisions. The course focuses on formulating and implementing marketing management strategies, a task undertaken in most companies at the strategic business unit level. The marketing management process is important at all levels of the organization. The course emphasizes the development, implementation, and evaluation of marketing management in complex environments. The course deals primarily with an in-depth analysis of a variety of concepts, theories, facts, analytical techniques, and models.

Superior marketing strategies are essential for business success as the world's economies continue to change. The needs and wants of the customers that comprise the market are the starting point in marketing strategy formulation. The key challenges include: (1) developing a shared vision throughout the organization about the market and how it is likely to change in the future; (2) identifying opportunities for delivering superior value to customers; (3) positioning the organization and its brands in the market place to obtain the best match between distinctive competencies and value opportunities; (4) recognizing the potential benefits of partnering with customers, suppliers, distribution channel members, internal functions, and even competitors; and, (5) adapting the design of the organization to implement and manage strategy.

The course addresses strategic issues such as:

- What business should we be in?
- What are our long-term objectives?
- What is our sustainable marketing competitive advantage?
- Should we diversify?
- How marketing resources should be allocated?
- What marketing opportunities and threats do we face?
- What are our marketing organizational strengths and weaknesses?
- What are our marketing strategy alternatives?
- Who are our competitors and what are their strategic advantages and disadvantages?

Through an in-depth semester-long project using *Marketing Plan Pro*, students will be provided the opportunity to apply those marketing planning and decision-making skills to become familiar with the range of decisions implicit in strategic marketing management. In addition, you will develop skill in using a variety of analytical frameworks for making such decisions in planning a variety of marketing management tools, ranging from new product entry strategy to product life cycle management.

The learning outcomes for this course are to:

1. Develop the participant's problem analysis skills and ability to translate a marketing management problem into a feasible marketing plan. Provide participants with a working knowledge of the concepts and technical methods of marketing management and strategy.
2. Understand ethical issues in marketing management.
3. Integrate the concepts of market analysis, customer analysis, competitive analysis, targeting, segmentation and positioning to develop marketing strategy.
4. Use analytical tools and reasoning skills for strategic decisions.
5. Increase the level of understanding of current marketing events in the business world.
6. Develop participant's skills at writing a marketing plan, orally presenting a marketing plan, working in a management group context, and multicultural competencies.
7. Learn how to make specific, budgeted strategic marketing recommendations based on logic, reason, and evidence that will help a firm improve its performance.

We shall accomplish the learning objectives by reading assigned materials in the texts, writing a marketing plan, a firing memo, a critique of another group's marketing plan, and quizzes, examinations, through lectures and discussions, *Marketing Plan Pro* assignments, executive guest lectures, and by reading examples of marketing management issues. My lectures feature numerous practical and real life examples of the course principles in action that show how marketers use these concepts in everyday marketing. Lectures will extend and supplement the topics covered in the textbooks and provide additional and different perspectives on them.

Exams, Quizzes and Grading:

There will be four exams which will consist of 50 multiple choice items. Each exam will be worth six percent of the total grade. Approximately 50% of each exam will cover the readings and approximately 50% will cover the lectures. Examinations are noncumulative; that is, each exam covers only material since the last exam. No make-up exams will be given. There will be an in-class review session prior to each test. All exams will be given during regular class periods. The correct answers for each exam are presented during the next class period.

There will be ten pop quizzes given in class. Each pop quiz will consist of 15 true-false items that will deal with material from the textbooks and class discussion. No make-up quizzes will be given. Marketing managers have to stay current on information and are often presented with marketing problems that require immediate attention on an unexpected basis. The pop quizzes will help develop student ability at dealing with unexpected marketing problems and recalling information quickly. They also require you to stay current on reading assignments. The correct answers for each quiz are presented immediately following its completion. You will need to bring a Number 2 pencil and an Apperson scantron card to class for each exam and quiz. Examinations and quizzes are individual assignments.

1. There are 800 total points that can be earned in the course. At the end of the semester, I total each student's points for the four exams, ten quizzes, a firing memo, group critique, and a marketing plan term paper. The following scale is used to determine a letter grade for the four exams, ten quizzes, a firing memo, group critique, marketing plan, and final course grade. No incompletes are given for a final grade. My policy is that I do not give extra credit assignments. You should make every effort to achieve your desired grade by performance on the course grading criteria.

LETTER GRADE	PERCENT	FOUR EXAMS	TEN QUIZZES	FIRING MEMO	GROUP CRITIQUE	MARKETING PLAN	FINAL GRADE
A	90-100%	45-50	14-15	45-50	45-50	315-350	720-800
B	80-89	40-44	12-13	40-44	40-44	280-314	640-719
C	70-79	35-39	10-11	35-39	35-39	245-279	560-639
D	60-69	30-34	9	30-34	30-34	210-244	480-559
F	0-59	0-29	0-8	0-29	0-29	0-209	0-479

Each course element counts as follows for purposes of computing the final grade:

<u>Element</u>	<u>Percentage of Weight</u>	<u>Points</u>
Four Exams	25%	200
Ten Quizzes	19%	150
Firing Memo	6%	50
Group Critique	6%	50
Marketing Plan	44%	350
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	100%	800

The grades will be posted on the class website approximately one week after each quiz or exam has been evaluated. Students may review their completed tests and quizzes with the graduate teaching assistant after the grades are distributed. The graded marketing plan will be distributed at the final exam.

Undergraduate Honor System:

A student's personal integrity is presumed to be sufficient assurance that in academic matters, one does one's own work without unauthorized help from any other source. Undergraduate students, by registration, acknowledge the jurisdiction of the Undergraduate Honor Council. The policies and procedures of the Undergraduate Honor System apply to all students enrolled in undergraduate courses of all the schools, whether full-time or part-time.

The Honor system presumes that all work, submitted as part of academic requirements, is the product of the student submitting it unless credit is given with proper footnoting and bibliographic techniques, or as prescribed by the course instructor. The system applies to examinations and to all work handed in, such as papers, reports, and solutions to problems, tapes, films, and computer programs, unless accepted by the instructor.

Honor Pledge Statement: On all assignments, examinations, or other course work undertaken by undergraduate students, the following pledge is implied, whether or not it is stated: "On my Honor, as a Student I have neither given nor received unauthorized aid on this academic work."

Plagiarism and cheating are serious offenses and may be punished by failure on the exam, paper or project; failure in the course; and/or expulsion from the university. If you are caught cheating on any assignment in this course, the incident will automatically be referred to the Honors Council with a recommendation of an XF for the entire course. I want you to learn all that you are capable of mastering about marketing management. If you are dishonest, you will cheat yourself of this opportunity. It is clearly to your advantage to conduct yourself as an honest person. For more information refer to Appendix F in the University Handbook.

In the event that grade records and/or exams are unavailable for final grade determination purposes at the end of the semester due to academic dishonesty, the entire grade for the course will be based upon a comprehensive final exam.

Individuals are prohibited from selling or being paid for taking notes in any form (written, electronic, or otherwise) during this course to or by any person or commercial firm without the express written permission of the professor teaching this course.

Special Accommodations:

A student with a disability or those who need special accommodations should talk to the professor individually within the first two weeks of the class. I am happy to make accommodations to facilitate your learning.

Class Participation and Conduct:

Another part of the grade will be based on class participation. Active class participation is expected and subjective consideration will be given while grading. This will be especially important to borderline grades. I may raise or lower final course grades based on my perception of your efforts and learning. Everyone is expected and encouraged to participate in class discussion during the semester in terms of (1) current marketing issues and (2) concepts in marketing management. Each student needs to offer his or her insights so that these may be sharpened over time and so that others in the class can benefit. You need to read articles in *Fortune*, *Business Week*, and the *Wall Street Journal* that deal with marketing management issues to stay current on important events in this area of study.

All reading assignments must be read beforehand to facilitate class discussion. Good preparation is the key to a good discussion. You should have thought about the reading from a critical and analytical perspective prior to class. I want an informed class discussion based upon quality preparation and participation. My subjective assessment of your class participation will be based upon content and quality of participation rather than frequency.

The class sessions are treated in the same manner as scheduled business meetings. You should arrive promptly and be prepared to participate in the class activities. Active student participation is essential to the learning process and to the success of the course. Attendance is required. I will lower a final grade for lack of attendance. Coming to class late or leaving early is not acceptable behavior. Job interviews, vacation scheduling problems, work schedule problems, campus activities, and assignments from other courses are not acceptable excuses for missing this class. I randomly take attendance during the semester. I deduct 10 points from the final course grade for each absence.

If you have four or more unexcused absences, you will receive an F for the entire course.

Since this course will emphasize breadth as well as depth, I may not be able to cover all of the concepts and methods discussed in the textbooks. Nevertheless, you will still be responsible for all of the assigned reading. This course requires a substantial amount of reading. It is important that each student stays current with the assigned readings. If you have read the material in advance, the class discussions will be more lively and interesting. My general teaching philosophy with regard to this course is that learning by active involvement is the best way to learn marketing management. The way to success in this course is to be an active learner-participant rather than a passive lecture note-taker. Your role and responsibility includes a desire to learn and contribute to the learning experience for the group by actively participating in class discussions and exercises. I exercise the

right to call on any student at any time for class participation and to judge your preparedness for the class. I like a good performance that leads to positive results. I want you to be successful in this course and learn all that you can about marketing management. Learning is something that a student does rather than something that is done to a student.

Late Work:

Some students may attempt to turn in assignments later than the time specified. Many reasons are given for late work. No matter what the reason, the conclusion is that either (a) the work was completed and turned in when required or (b) the assignment was not completed and turned in when required. Understand that all written assignments are due at the time of the class in which they pertain and at no other time. I cannot accept late papers and I cannot accept e-mail submission of papers for any reason. Assignments are due in class at the beginning of class on the specified due date. There is no provision for late work on any assignment. I strongly suggest that you plan and schedule your work early and not postpone it. I also strongly recommend having backup systems in place so that you can have all work completed on schedule. Having your work completed on schedule is a key to early success in your business career. A major complaint of employers is that business faculty fail to instill a sense of responsibility in students to have work done on time. Thus, I would suggest that you start now to develop good work habits for meeting deadlines. Partial credit will NOT be given for late work.

Marketing Plan Pro Paper:

An effective way to help students learn about marketing management is the actual creation of a marketing plan for a product or service by teams of students. This project is designed to accomplish such a task. During the course of the semester each of the elements of the marketing plan, coordinating with the chapters in the textbooks, will be due for my review. See the class assignment for when the specific information is due to me. I will review each submission and suggest areas for improvement, for more detailed study, or if acceptable, allow the students to proceed to the next phase in development. At the end of the semester, all of the sections will be integrated into one final marketing plan.

Student teams will use the computer program, *Marketing Plan Pro*, in creating their proposals and submissions and in their final presentation(s). At the end of the semester, each group is to present their entire marketing plan to the class. Each student team will **create a fictional product or service that they would like to bring to market**. The students then become the class experts on the product, the company, and the industry in which it operates. Students are encouraged to look up articles about that industry in *Business Week*, *Forbes*, *Fortune*, the *Wall Street Journal*, *Marketing Communications*, *Media-Scope*, and/or *Advertising Age*. The students will use the Kotler/Keller and the Wood's textbooks as guides for the project and the program, *Marketing Plan Pro*, to formulate the full marketing plan. *Marketing Plan Pro* will provide the basis for your presentations and a paper that analyzes and evaluates the marketing program of the chosen product.

A marketing plan on some aspect of marketing will be written by groups of students consisting of six members. The purpose of the marketing plan paper is seven-fold. The main, obvious purpose is for

you to learn how to do a marketing plan and critically evaluate marketing plans in general. Second, the marketing plan is also intended to help you think about marketing from a particular theoretical perspective and become familiar with an industry. Third, it allows students to integrate and apply various marketing strategy concepts and frameworks introduced during the semester to improve the performance of a business. Fourth, this assignment will improve your written and oral communication skills and help you learn how to work in a marketing group context. Fifth, you will improve your computer skills by using PowerPoint to display your presentation, searching the World Wide Web for information, and using *Marketing Plan Pro*. Sixth, the term paper will improve your ability to reason logically, critically, and analytically. Seventh, you will learn how to make budgeted marketing strategies that you will recommend to clients or other marketing professionals to help them improve their performance based upon your marketing plan. The term paper project requires students to think of themselves as decision makers and actually take marketing actions. I have high expectations for your marketing plan.

Each group will elect a marketing manager to guide the work of the other group members of the project. You are free to choose your group members. Each member of the group will receive the same grade. The marketing plan will count as 44% of the total grade. The group will present the marketing plan in class near the end of the semester using PowerPoint. I will schedule the date of presentation two weeks in advance. You must present on the date that I assign to your group. No exception will be made.

The entire team will support the person or persons presenting the marketing plan. Not every member of the group has to speak. Professionalism is expected. Each marketing plan presentation will last approximately 35 minutes, which includes five minutes of questioning from the class and professor to follow. You need to allow time for your classmates to ask questions about your marketing plan. The entire group may answer questions. Place a color copy of your PowerPoint presentation at the end of your marketing plan. The marketing plan is worth 350 points.

Firing Memo:

Each student is responsible for establishing norms of equity for the group. If you think you are being taken advantage of by doing an unfair amount of the work, you will have to be assertive and mature enough to do something about it. The group will have to establish a division of labor and divide the work that needs to be done in a fair manner. Group conflict should be resolved early in the semester. The firing memo addresses this issue and is due on September 12. Each member of the group will receive the same grade.

Each team can fire a member from the group by openly voting a person out and getting the professor's approval. The accused person has the right to present a defense if he or she wishes to remain in the group. If you are fired, you may drop the course or you will receive a two-grade reduction in the final course grade. You will have to complete a marketing plan on your own. It is clearly to your advantage to make your management team work in a cooperative fashion. A person must be fired by September 23. Being dismissed from a group is equivalent to being terminated from a business firm for not doing work. Unproductive team members should be fired early in the semester if they do not contribute to the group. The firing memo is worth 50 points.

Group Critique:

Working in the same six-person group as for the oral paper presentation, each team must be involved in a critique of another group's written and oral presentation. The group conducting the critique is required to prepare 10 critical questions for the presenting group to answer immediately following the class report. The questions should stimulate and challenge the presenting group. Each group must turn in their 10 questions with their marketing plan following the PowerPoint presentation. The questions must be numbered. The analysis group will also make suggestions to the presenting group for improving the marketing plan prior to the due date. This will require the presenting group to give the analysis group a copy of its marketing plan by November 21 so the analysis group can evaluate the paper and create the critical questions. The analysis group must provide the presenting group with the 10 critical questions by November 28 so that the presenting group can compose their responses. Each member of the group will receive the same grade. The group critique is worth 50 points.

Marketing Plan Development:

Each marketing plan will include the components listed below. Although you are required to give me each section on the date listed in bold font, it will not be graded initially. Each of these components, however, is expected to be the finished product. These assignments demonstrate that your team understands the concepts from class and the textbooks and knows how to apply them to a particular step in the marketing plan process. I will make comments and suggestions on each section for you to improve your paper and return it to you. Teams are expected to revise each section, as necessary, for inclusion in the final marketing plan. No late papers will be accepted.

September 21

- I. Executive summary (*summarizes the plan's highlights and objectives*)
- II. Current marketing situation (*analyzes the current situation of the company, product, market, environment, and competition*)
 - A. Market overview
 - i. Market demographics and needs
 - ii. Market trends and target market growth
 - B. SWOT analysis
 - i. Strengths
 - ii. Weaknesses
 - iii. Opportunities
 - iv. Threats
 - C. Competitive and industry analysis
 - D. Product overview
 - E. Keys to success and critical issues
- III. Environmental analysis (*examines environmental factors affecting the company, its products, and its marketing*)
 - A. Macroenvironmental factors (*how demographics, economic climate, technology,*

- legal and regulatory issues may affect the marketing plan)*
- B. Microenvironmental factors (*how suppliers, channel members, competitors, and customers may affect the marketing plan*)
 - C. Competitive strategy (*how the firm will compete*)

October 24

- IV. Marketing Strategy (*discusses overall strategy and objectives*)
 - A. Mission
 - B. Marketing objectives
 - C. Financial objectives
 - D. Target market(s)
 - E. Positioning
 - F. Strategy summary
- V. Marketing Mix (*describes major elements with specific activities, schedules, and responsibilities for each program*)
 - A. Product
 - B. Pricing
 - C. Promotion
 - D. Channel
 - E. Service
 - F. Internal marketing
- VI. Marketing research (*research conducted and needed to support the marketing plan*)

November 16

- VII. Financials (*includes budget details of expected revenue, expenses, and profits from marketing programs—by month, by product, by territory, by manager, etc.*)
 - A. Sales/revenue forecast(s)
 - B. Marketing expense budget(s)
 - C. Break-even analysis
 - D. Profit and loss analysis
- VIII. Controls (*shows how plan will be put into action, performance measured, and adjustments made when necessary*)
 - A. Implementation
 - B. Marketing organization
 - C. Contingency planning

Expectations for the Paper:

1. Each marketing plan should be short, concise, and well written.
2. Write clearly and in an organized manner. Be specific, numerical, and detailed in your marketing plan.
3. Avoid verbosity and do not plagiarize the work of others. Cite your sources.
4. Your marketing plan is to be submitted using *Marketing Plan Pro's* format and all exhibits

and spreadsheet reports. The marketing plan must be typed in 12 point font, Times New Roman, and double-spaced with one inch margins and a title page. List all group members and course name on the title page.

5. Correct spelling and grammar are required. Write simple sentences in the active voice. Do not use abbreviations, slang, contractions, or personal pronouns. Avoid the use of adjectives, adverbs, and prepositional phrases.
6. The marketing plan should be structured and written as if you were going to submit it to the vice president of marketing or present it to a business client.
7. Each group must select a different product or service.
8. The professor must approve each marketing plan topic.
9. Turn in two bound copies of your final marketing plan on November 28. I will keep one copy and return the other on the day of the final exam.
10. All marketing plan grades are final. If you work for a business firm for your marketing plan, you must give them two copies of the marketing plan at the end of the semester. Discuss the marketing plan with the client, and answer any questions that the client has regarding your marketing plan. Make a formal presentation to your client at his or her convenience.
11. Type your name number on all marketing plans.
12. All course marketing plans must be bound.
13. All course marketing plans are due at the beginning of class on the specified due date.

Class Schedule – Marketing Research
MKTG 690, Fall 2006
Dr. David Andrus

<u>DATES</u>	<u>LECTURE TOPICS</u>	<u>READING ASSIGNMENTS</u>
August 22	Orientation	
August 24	Defining Marketing for the 21 st Century	Chapter 1 (Kotler)
August 29	Developing Marketing Strategies and Plans	Chapter 2 (Kotler)
August 31	Gathering Information and Scanning the Environment; Introduction to Marketing Planning	Chapter 3 (Kotler) Chapter 1 (Wood)
September 5	Conducting Marketing Research and Forecasting Demand	Chapter 4 (Kotler)
September 7	Creating Customer Value, Satisfaction, and Loyalty; Analyzing the Current Situation	Chapter 5 (Kotler) Chapter 2 (Wood)
September 12	Analyzing Consumer Markets; Understanding Markets and Customers	Chapter 6 (Kotler) Chapter 3 (Wood)
September 14	EXAM #1	
September 19	Analyzing Business Markets	Chapter 7 (Kotler)
Sept. 21-26	Identifying Market Segments and Targets; Planning Segmentation, Targeting, and Positioning	Chapter 8 (Kotler) Chapter 4 (Wood)
September 28	Creating Brand Equity	Chapter 9 (Kotler)
October 3	Crafting the Brand Positioning; Planning Direction, Objectives, and Marketing Support	Chapter 10 (Kotler) Chapter 5 (Wood)
October 5	Dealing with Competition	Chapter 11 (Kotler)
October 10	Setting Product Strategy	Chapter 12 (Kotler)
October 12	EXAM #2	
October 17-19	Designing and Managing Services; Developing Product and Brand Strategy	Chapter 13 (Kotler) Chapter 6 (Wood)

October 24	Developing Pricing Strategies and Programs; Developing Pricing Strategy	Chapter 14 (Kotler) Chapter 8 (Wood)
October 26	Designing and Managing Value Networks and Channels	Chapter 15 (Kotler)
October 31	Managing Retailing, Wholesaling and Logistics; Developing Channel and Logistics Strategy	Chapter 16 (Kotler) Chapter 7 (Wood)
November 2	Designing and Managing Integrated Marketing	Chapter 17 (Kotler)
November 7	Managing Mass Communications: Advertising, Sales Promotions, Events, and Public Relations; Developing Integrated Marketing Communication Strategy	Chapter 18 (Kotler) Chapter 9 (Wood)
November 9	EXAM #3	
November 14	Managing Personal Communications: Direct Marketing and Personal and Personal Selling	Chapter 19 (Kotler)
November 16	Introducing New Market Offerings	Chapter 20 (Kotler)
November 21	Tapping into Global Markets	Chapter 21 (Kotler)
November 23	Thanksgiving-Class Recess	
November 28	Managing a Holistic Marketing Organization Planning Performance Measurement and Implementation Control	Chapter 22 (Kotler) Chapter 10 (Wood)
November 30	Marketing Plan Presentations; Marketing Plans Due	
December 5	Marketing Plan Presentations	
December 7	Marketing Plan Presentations; Course Evaluation and Final Exam Review	
December 11	FINAL EXAM - Section B (1:05): Monday 2:00 to 3:50 - Calvin 209	
December 12	FINAL EXAM - Section A (11:30): Tuesday 9:40 to 11:30 - Calvin 211	

I reserve the right to change or modify the exam, quiz, lecture, paper assignments, and reading assignment schedule as necessary. You are responsible for all changes, even if you are absent from class on the day they are announced.