COURSE SYLLABUS – Fall 2011

COURSE NUMBER:  Bus 473 (Sections 1 & 2)
INSTRUCTOR:  Dr. Birgit Leisen Pollack
OFFICE:  Sage 1446
PHONE:  (920) 424-0076
E-MAIL:  leisen@uwosh.edu
D2L:  https://uwosh.courses.wisconsin.edu/
CLASS TIME:  T/R 8:00 – 9:30 (Section 1); T/R 9:40 – 11:10 (Section 2)
CLASS ROOM:  Sage 3215
OFFICE HOURS:  M/W 1:00 - 2:30 (& by appointment)

COURSE DESCRIPTION
This course focuses on development, implementation, and control of market-based strategies needed to attain and sustain an organization’s competitive advantage for the objective of achieving long-run organizational goals. Instructional methods may include case studies, exams, and development of a marketing plan.

In a nutshell, the mental framework for how to think of marketing strategy is: marketing strategy should be a roadmap that identifies where you are, where you want to be, and what you should do as you go from where you are to where you want to be. Strategy should have a long-term view and should tell a story that ties together different marketing and business issues. The focus is on thinking about the strategy framework and how to apply this framework to guide your strategic decisions. The main idea in this class is to think about how different issues should be considered when developing a strategic story. Involves decisions on target market and positioning and provides directions for the development of a marketing mix and expenditures.

The primary learning objective in this course is to develop a mental framework for solving general marketing problems. Much of the material in this class may not be new; the focus is on the use of concepts to make evaluations and decisions about marketing.

COURSE OBJECTIVES
The course has several broad goals. Every student will reach these goals proportionate to their commitments to them and willingness to do the required work to achieve them. The first broad objective is to enhance each person’s ability to identify marketing problems, analyze their nature, and develop solutions consistent with analysis. A second broad objective is to give you an opportunity to apply your marketing knowledge to real-life situations.

More specifically, the course aims to help students achieve the following objectives:

- Understand the role of strategic planning in marketing management.
- Be able to go through the process of developing an integrated marketing plan for an organization.
- Be able to go through the process of analyzing case scenarios.
REQUIRED COURSE MATERIAL

- Harvard Business Case:

GRADUES

Your grade will depend on how well you perform on the requirements of the course. You should read them carefully and understand the implications fully. If some parts are not clear to you, I will be glad to explain it in greater detail. Do not make assumptions. If your assumptions are wrong, you are responsible for their consequences.

- Two Mid-Term Exams ................................................................. 400 points
- *Harvard Business Case Analysis (Team Project)* .......................... 100 points
- *Current Business Problem Case Analysis (Team Project)* ................ 100 points
- Marketing Plan Parts 1, 2, & 3 (Team Project) ................................. 200 points

TOTAL POINTS 800 points

Letter grades for all assignments and your final course average are calculated on a relative basis. At the end of the semester there may be a curve, based on the highest and standard deviation of scores. Final letter grades for the course will be determined as follows: 100 to 93 percent (A), 90 to 92.9 (A-), 87 to 89.9 (B+), 83 to 86.9 (B), 80 to 82.9 (B-), 77 to 79.9 (C+), 73 to 76.9 (C), 70 to 72.9 (C-), 67 to 69.9 (D+), 63 to 66.9 (D), 60 to 62.9 (D-), below 60 (F).

MID-TERM EXAMS

The mid-term exams will test your knowledge and ability to apply the subject matter that we will discuss in class. For example, you may be asked to briefly outline the formal marketing strategy process, or you may be asked to figure a firm’s break-even point in unit sales and total sales. The format of the mid-term exam will most likely include short answers and some applications (i.e., problem solving).

HARVARD BUSINESS CASE ANALYSIS

This is a team assignment. You are responsible for carefully reading the case and for providing answers to a set of questions. The questions will be distributed in class or posted on our D2L site.

Your write-up should be in the format of the Recommendation Memo addressing the set of specific case questions. The memo should be no longer than 1000 words (about two single spaced typed pages) plus exhibits. I’m looking for complete yet concise answers to questions. The memo should be addressed to Birgit Leisen Pollack. You can use one of the memo templates provided in Microsoft Word.

CURRENT BUSINESS PROBLEM CASE ANALYSIS

This is a group assignment. You are responsible for one case analysis for a company with a marketing related problem discussed in the current media and for turning in written case reports. The report is due on the date indicated on the time schedule. The report should be approximately 8 to 10 single-spaced pages long. I expect a concise and well-written report that provides sufficient detail about the case analysis. To achieve some synergies, the current business problem case should be written for a company in the industry of your new product that you develop a marketing plan for (see Marketing Plan heading below).
When preparing the case, place yourself in the role of the decision-maker and identify the problem. The next step is to perform the necessary analysis and to come to a set of recommendations. More specifically, the following areas should be addressed:

1. **Situation Analysis (40%)**
   - Analysis (qualitative and quantitative) of external and internal environment, summary of the situation and identification of major issues

2. **Recommendations (40%)**
   - General recommendation, specific recommendation, rationale behind recommendation, issues in implementing recommendations

3. **Presentation of Report (20%)**
   - Written presentation: Organization of report (e.g., flow, clarity, to the point), writing style (easy to understand, free from errors), professional appeal; Oral presentation: See separate handout with evaluation criteria

**MARKETING PLAN**

This is also a team assignment. Each team is responsible for writing a marketing plan for a new good or service of their choosing. Please refer to the “Main Sections of a Marketing Plan” file posted in the content area / course information area of our D2L site and the *Marketing Plan Handbook*. Each team will also prepare materials for a poster session to be held in Reeve Union toward the end of the semester (see schedule). You will need to provide key information concerning the components of the marketing plan listed below.

Your grade for this assignment will be derived as follows:

- **Written Marketing Plan**
  1. Executive Summary (2.5%)
  2. Situation Analysis (45%)
  3. Goals / Objectives (2.5%)
  4. Target Market Description & Analysis (5%)
  5. Marketing Strategy (2.5%)
  6. Marketing Program (20%)
  7. Financial Plans & Performance Metrics (10%)
  8. Implementation controls (2.5%)
  9. Appendix
- **Poster Presentation of Marketing Plan (10%)**

Part 1 includes 2, 9; Part 2 includes 3, 4, 5, 9; Part 2 includes 1, 6, 7, 8, 9 & Poster Presentation

**GUIDELINES AND EXPECTATIONS**

Below are some guidelines and expectations from your Marketing Professors. We hope they help clarify our expectations. See Professor Michael Godfrey if you have questions. Dr. Godfrey is currently the Department Chair and, therefore, he coordinates administrative material for the Marketing Professors.

**ATTENDANCE EXPECTATIONS**

The Marketing Professors believe that when students miss class, they are not available to share their insights and help develop discussion. They are also not exposed to the “un-scripted” discussions and comments that invariably pop up in most classes. As such they lose out on the richness and perspective that is so important to truly understand how business works. We want our students to possess the insights and dimensionalities gained from the class discussions.

Two percent (2%) of the total semester possible points will be deducted for each unexcused absence. Excused absences may include participation in all-university events and emergencies, provided
appropriate documentation is submitted in a timely manner by the student who is absent. Your professor has the right to adjust this policy, for example excusing one non-emergency absence.

Missing part of a class multiple times may be treated as an absence. To illustrate, missing part of class four times may equate to two absences.

GRADE EXPECTATIONS

For an Introduction to Marketing class, the class GPA ranges from 2.4 to 2.6. For upper level marketing classes, the class GPA ranges from about 2.6 to 2.9. Some variation will exist across classes with respect to grades, but this variation should be fairly small.

We believe elevated performance comes in tandem with elevated effort. But please understand that when grading, we grade performance rather than effort.

When grading papers, we examine your ideas, but also the clarity and accuracy of how you present these ideas. So grades will be higher among papers where spelling and grammar are correctly applied, where tables are clearly formatted, and so on.

OFFICIAL POLICY ON ACADEMIC HONESTY AND INTEGRITY

UW Oshkosh students are subject in their behavior to the Wisconsin Administrative Code, as well as specific disciplinary procedures duly adopted for our campus. The UW System disciplinary code and UW Oshkosh provisions are available to all students in the Dean of Students Office, Polk Library, Reeve Memorial Union Office, Oshkosh Student Association (OSA) Office, Residence Life Office, and in each residence hall.

Academic misconduct is an act in which a student seeks to claim credit for the work or effort of another without authorization or citation, uses unauthorized materials or fabricated data in any academic exercise, forges or falsifies academic documents or records, intentionally impedes or damages the academic work of others, engages in conduct aimed at making false representation of a student’s academic performance, or assists other students in any of these acts.

Examples of academic misconduct include, but are not limited to: cheating on an examination, collaborating with others on work to be presented, contrary to the stated rules of the course; submitting a paper or assignment as one’s own work when a part or all of the paper or assignment is the work of another; submitting a paper or assignment that contains ideas or research of others without appropriately identifying the sources of those ideas; stealing examinations or course materials; submitting, if contrary to the rules of a course, work previously presented in another course; tampering with the laboratory experiment or computer program of another student; knowingly and intentionally assisting another student in any of the above, including assistance in an arrangement whereby any work, classroom performance, examination or other activity is submitted or performed by a person other than the student under whose name the work is submitted or performed.

The disciplinary sanctions that may be imposed for academic misconduct include suspension or expulsion from the university. Any questions may be directed to the Dean of Students Office, Dempsey 125, which administers the University’s student disciplinary code.

DISABILITY SERVICES

The University of Wisconsin Oshkosh is committed to providing reasonable accommodation for students with disabilities. Please contact the Disability Services [Dean of Students Office, 125 Dempsey Hall, 424-3100 (Voice), 424-1319 (TTY)] for the University’s accommodation request form and documentation requirements or visit their website at http://www.uwosh.edu/dean/disabilities.htm. Information related to
an individual’s accommodation request and/or arrangements will be confidential and will be shared with relevant University personnel or offices on a ‘need to know’ basis.

**CLASS SCHEDULE**
The tentative course outline below indicates the approximate dates when selected topics will be discussed. Note that students are expected to complete the chapter reading assignments prior to coming to class on the dates indicated below. This will assist in note taking and will result in more insightful class discussion. If changes in the schedule are necessary, students will be held responsible for such changes as announced in class. The course schedule contains information regarding the overall flow of the semester as well as week-by-week assignments and readings.

<table>
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<tr>
<th><strong>DATE</strong></th>
<th><strong>CLASS CONTENT</strong></th>
<th><strong>ASSIGNMENTS</strong></th>
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| Week 1 9/5 – 9/11 | Syllabus & Introduction  
Overview of . . .  
• Marketing Plan  
• Case Analyses |  |
| Week 2 9/12 – 9/18 | Topics:  
• Fundamentals of Marketing Strategy; Customer Driven / Value  
• Strategic Marketing Planning Process | Readings:  
Discussion Outline  
Wood Chapter 1 |
| Week 3 9/19 – 9/25 | Topics:  
• Situation / Environmental Analysis  
• SWOT Analysis | Readings:  
PP Discussion Outline  
Wood Chapter 2 |
| Week 4 9/26 – 10/2 | Topics:  
• Customer Analysis, Market Segmentation, Target Market  
• Market Potential / Demand Analysis | Readings:  
PP Discussion Outline  
Wood Chapters 3, 4 |
| Week 5 10/3 – 10/9 | Topics:  
• Market Potential / Demand Analysis (cont’d)  
• Customer Satisfaction & Loyalty | Readings:  
PP Discussion Outline |
| Week 6 10/10 – 10/16 | Topics:  
Goals / Objectives  
Review of Financial Analyses in Marketing | Readings:  
PP Discussion Outline  
Wood Chapters 5  
Handout  
* T: Marketing Plan Part 1 |
| Week 7 10/17 – 10/23 | **T: Mid-Term Exam #1**  
* Topic:  
• New Products and Strategic Brand Management  
• Differentiation & Strategic Positioning | Readings:  
PP Discussion Outline  
Wood Chapter 6 |
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<th>Week 8</th>
<th>Topics:</th>
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<tbody>
<tr>
<td>10/24 – 10/30</td>
<td>Apple Computers</td>
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<td>Case Discussion: Apple Inc. 2010</td>
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<td>R: Case write-up – Apple Inc.</td>
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<tr>
<th>Week 9</th>
<th>Topics:</th>
<th>Readings:</th>
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<tr>
<td>10/31 – 11/6</td>
<td>Strategic Pricing Aspects, Price Elasticity of Demand Analysis</td>
<td>PP Discussion Outline</td>
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<td>Strategic Distribution Issues</td>
<td>Wood Chapters 7, 8</td>
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<td>R: Marketing Plan Part 2</td>
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<tr>
<th>Week 10</th>
<th>Topic:</th>
<th>Readings:</th>
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<tr>
<td>11/7 – 11/13</td>
<td>Integrated Market Communication</td>
<td>PP Discussion Outline</td>
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<td>Marketing Performance Metrics</td>
<td>Wood Chapter 9, 10</td>
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<th>Week 11</th>
<th>R: Mid-Term Exam #2</th>
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<th>Week 12</th>
<th>Current Business Problem Case Presentations</th>
<th>Case write-up</th>
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<th>Week 13</th>
<th>Current Business Problem Case Presentations</th>
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<th>Week 14</th>
<th>Marketing Plan</th>
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<tr>
<th>Week 15</th>
<th>T: Marketing Plan Poster Session</th>
<th>Course Wrap-up</th>
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* T= Tuesday, R = Thursday