

**UNIVERSITY OF GEORGIA**  
**Terry College of Business**  
**MARK 4900: Marketing Strategy and Decision Making (Fall 2008)**

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<b>Professor:</b>	Dr. Vanessa Patrick	
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<b>Office:</b>	Brooks Hall, Office 127	
<b>Office Hours:</b>	Tues/Thurs 1 pm – 2 pm & by appointment	
<b>Class Time:</b>	Tues/Thurs 2.00 p.m. – 3.15 p.m., Caldwell 206 Tues/Thurs 3.30 p.m. – 4.45 p.m., Caldwell 206	

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**Course Description:**

This course provides you with the knowledge and the skills necessary to formulate and implement marketing strategies through critical analysis, application and communication. Marketing strategy is an analysis, planning, implementation and control process designed to satisfy customer needs and wants by providing superior customer value compared to alternative choices. Utilizing a hands-on approach to marketing planning and strategy implementation, you will analyze market behavior and match strategies to changing conditions. You will also use decision-based planning due to the frequent need to alter strategies for goods, services and markets. During the course, you will develop the skills to write a strategic marketing plan for any product or service from a customer-driven focus while achieving acceptable profitability objectives.

**Course Objectives:**

The course is designed to assist you to:

- Understand the importance of marketing strategy and analysis in product and service organizations, both domestic and international.
- Develop and implement dynamic business and marketing strategies for gaining and keeping a competitive edge by providing customer satisfaction, responding to constant change in the marketplace, developing new products and recognizing global competition challenges.
- Write and execute a strategic marketing plan.
- Evaluate the reasons for success or failure of a variety of marketing efforts.
- Apply marketing strategy and analysis principles to any selected business environment through hands-on decision-making and application of current business knowledge.
- Improve teamwork, leadership, listening, critical thinking, problem solving and communication skills. Develop a professional and business-like attitude and cultivate a sense of responsibility for one's own behavior and learning.

**Course Specifics:**

MARK: 4900	Marketing Strategies & Decision Making
CREDIT HOURS:	3 hours
PREREQUISITE(S)	MARK 4000 and MARK 4100
CALL #	85-743

**Required Text:** O.C. Ferrell and Michael D. Hartline (2008), "*Marketing Strategy*" 4<sup>th</sup> Edition, Thomson South-Western Publishers.

**Recommended Reading:** Business Week, Brandweek, Marketing News, Advertising Age, Wall Street Journal and Adweek. Selected Harvard Business Review articles. (Please see me for specific areas of interest).

**Additional Material:**

We are scheduled to discuss three copyrighted cases during the semester. The cases will be available for purchase at Bel-Jean's. Lecture notes, some handouts, additional cases, links to external marketing websites, good books, etc. will be available on Blackboard. Please check the course postings on the Blackboard website regularly for class announcements and instructions (<http://terry.blackboard.com/>). You should always check the postings here before coming to class – some postings may be crucial in ensuring that you are in step with the rest of the class. Please go to the website for a copy of all course handouts. Important handouts will be given to you in class and also posted on the course site. This site contains many things you will find useful over the course of the semester, including:

- Special announcements/corrections
- Course bulletin board
- Assignments
- Syllabus and course schedules
- PowerPoint slides
- Other fun and useful things

**General Policies and Procedures:**

1. Class will begin on time and conclude on time. Please do not be late. Consistent lateness will result in a drop in participation grades.
2. Class attendance and participation are indicative of your commitment and desire to succeed.
3. Talking on the phone, playing games, working on other course assignments, etc. during this class are a sign of disrespect and will not be tolerated. These types of pre-professional behaviors are not consistent with the Terry College of Business Academic Standards.
4. If you have or are experiencing any difficulties, which will inhibit your performance in this class, please see me early in the semester.
5. Please turn off your cell phones prior to entering class.
6. Please review the schedule in this syllabus; you are responsible for keeping in mind when assignments, submissions and examinations are due.

**Assessment:**

Your final grade in the course will be based on the following individual (70%) and group work (30%):

<b>Assignment</b>	<b>Percent of Total</b>	<b>Points Breakdown</b>	<b>Due Date</b>
In-Class Participation	<b>10%</b>	10%	Aug 19 <sup>th</sup> to Dec 4 <sup>th</sup> 2008
Midterms	<b>50%</b>		
• Midterm 1		25%	Oct 9 <sup>th</sup> 2008
• Midterm 2		25%	Nov 20 <sup>th</sup> 2008
Take-home assignments	<b>10%</b>	2.5% each	Aug 28 <sup>th</sup> , Sept 25 <sup>th</sup> , Oct 21 <sup>st</sup> , Nov 11 <sup>th</sup> 2008
Team Strategic Marketing Plan	<b>30%</b>		
- Team names and members			Aug 28 <sup>th</sup> 2008
- Product proposal			Sept 4 <sup>th</sup> 2008
- Mid Term Presentation			Sept 30 <sup>th</sup> & Oct 2 <sup>nd</sup> 2008
- Final Presentation			Dec 2 <sup>nd</sup> & Dec 4 <sup>th</sup> 2008
- Write up			Dec 4 <sup>th</sup> 2008
<b>Total</b>	<b>100%</b>		

**GRADING SCALE**

The following is the scale used to determine approximate cutoffs for each grade (based on a total of 100 points):

93 or above	A (there is no A+)	79, 78, 77	C+
92, 91, 90	A-	76, 75, 74, 73	C
89, 88, 87	B+	72, 71, 70	C-
86, 85, 84, 83	B	69-60	D (there is no D+ or D-)
82, 81, 80	B-		

**A. CLASS PARTICIPATION (10%)**

Regular lecture attendance and active participation (especially during case discussions/in-class exercises) will enhance your chances of success. Learning is maximized when *all* participants come prepared to class by completing the readings and field assignments and actively participate in class discussions. Students are expected to read the assigned materials before each class (PowerPoint slides of each lecture will be posted on Blackboard before class). Several in-class assignments or field assignments and case analysis will be scheduled through the semester and the participation in these

assignments contributes to the grade. To obtain a grade for participation you *must* attend class sessions (please let me know in advance by email or in writing if you cannot attend a session).<sup>1</sup> Please see Page 11 for guidelines for effective case analysis.

A class participation rating of 2, 1 or 0 will be given to each student based on his or her contributions during each class. A 2 rating will be awarded to those students who provide excellent contributions to class discussions. A 1 rating will be awarded to those students who provide proactive, positive contributions to class discussions. A 0 rating will be awarded to those students who do not participate in class discussions or provide negative contributions. Class participation is based on both attendance and my impression of the quality and quantity of each student's contribution to the class discussion. In general, ratings for class participation will be based on the following criteria:

### **Excellent Performance – 2 Rating**

- Initiates information relevant to topics discussed.
- Accurately exhibits knowledge of assignment content.
- Exhibits excellent listening by remaining on the “same page” as the rest of the class as demonstrated by comments.
- Brings up questions that need to be further explored.
- Actively participates in classroom exercises.
- Demonstrates the ability to apply, analyze, evaluate, and synthesize course material.
- Demonstrates the willingness to take risk in attempting to answer unpopular questions.

### **Average/Good Performance – 1 Rating**

- Regularly participates in group discussions.
- Shares relevant information.
- Provides feedback to classroom group discussions.
- Demonstrates knowledge of reading assignments.
- Demonstrates ability to analyze/apply course material.
- Demonstrates willingness to attempt to answer questions.
- Willingly participates in classroom exercises.

### **Poor/Unacceptable Performance – 0 Rating**

- Not present for class.
- Shows up to class and does nothing.
- Fails to participate even when specifically asked.
- Occasional input, but often irrelevant or unrelated to topic.
- Does not demonstrate knowledge of readings.
- Engages in irrelevant conversations.
- Behaves toward others in a disruptive manner, such as providing sarcastic, rude, or disrespectful comments.

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<sup>1</sup> Missing more than 10% of the classes may seriously affect your participation grade.

## **B. MIDTERMS (50%)**

Two midterms will be given to test students' understanding of key concepts discussed in the *book and in the lectures*. The midterms will emphasize only materials covered in the lecture and their applications, and students are recommended to use the textbook during preparation. Information from guest speakers and videotapes will not be on the exams, except where indicated. Each midterm will consist of a number of multiple-choice questions worth a variety of points (depending on level of difficulty) and/or short answers based on the materials covered in class or in the cases. However, the formats of the exams are subject to change. I will inform you of the format of the midterm during or before the review sessions.

Please note the following: If you miss class, you are still responsible for the materials assigned and discussed during that class period(s).

Make-up tests must be scheduled and approved in advance. If you miss a test, documented proof of an extraordinary circumstance(s) will be required in order to receive consideration for a make-up test. If a last minute emergency precludes you from taking the test, proper documents must be provided. Make-up tests that are not pre-arranged will be penalized 10 points. No documentation will result in an F grade for that test.

## **C. TAKE HOME ASSIGNMENTS (10%)**

To provide exposure to marketing issues in the business world you will have to write four article summaries due on specific dates as indicated in the class schedule. Each student individually will be asked to write-up a short summary of **four (4)** current articles relating to marketing strategy. You may choose your own article from a prestigious business publication like the The Wall Street Journal, Business Week, Brandweek, Fortune magazine, Business 2.0, Fast Company, etc. Please follow the recommended format on Page 10 of this syllabus. Be sure to attach a copy of the article to your summary. I will ask you to briefly summarize your article in class the day that you hand it in.

## **D. GROUP MARKETING PLAN PROJECT (30%)**

To further apply marketing concepts and enhance problem-solving and team-building skills you are to select a team of 4-5 class members. The objectives of the group project are:

- To develop a marketing plan for a new or existing product, service or a line of products with an emphasis on the development of a new marketing mix.
- To develop an understanding of the synergistic effects of the marketing mix.
- To resolve issues and develop a plan within a team.

### Assignment

The class will be divided in groups of 4-5 students each and the groups will undertake to prepare and present a marketing plan. The first phase of the project will consist of identifying a category and conducting an industry analysis. The second phase will

involve picking a firm within that industry and creating a marketing plan for a specific product, which could be a new product. As far as possible, I would expect to see the strategic marketing plan include the elements of the marketing plan outlined on Page 7. More details about the project will be discussed later in the class.

This final presentation will involve presenting the entire marketing plan for the product (industry analysis + marketing mix). Before the final presentation each group will be required to submit a printed version of their PowerPoint slides along with relevant notes / points. On the last day of class, all groups are required to submit a short (5-10 pages) write-up of their project. More details will be provided as the semester progresses.

#### Peer Evaluation

Following the completion of your presentation, group members will be asked to assess the contributions made by each member. This assessment will be used to determine what percentage of the group score each person will receive. See Peer Evaluation form on Page 9.

#### Grading Criteria for Team Presentations

You will be graded on the following criteria for the in-class presentations:

- Communication Skills: Voice, Eye contact, Clarity, Posture, Professionalism
- Issue Analysis: A reflection of the strategic issues and challenges faced by the corporation as well as the creative resolution of these issues.
- Organization and Team Participation: Slides, Sequence, Time management, Transitions, Preparation
- Visual Appeal: Layout of Slides, Uniformity and Clarity
- Creativity and Innovation: In every aspect of the presentation.

### **ACADEMIC INTEGRITY**

Ethics and values are important in education. I will assume, unless there is evidence to the contrary, that you are an ethical student. To help fulfill your ethical responsibilities, the ethical standards for MARK 4900 are listed below.

The UGA honor code states "*I will be academically honest in all of my academic work and will not tolerate academic dishonesty of others.*" All students are responsible for abiding by the honor code and maintaining the highest standards of honesty and integrity in every phase of their academic careers. The penalties for academic dishonesty are severe and ignorance is not an acceptable defense.

In class examinations and take home assignments: All exams and take home assignments (article summaries) must be the exclusive work of the individual student. No student may share exam content with another student before or after the exam until the grading has been completed.

### **CLASS CALENDAR**

The tentative class calendar, including project deadlines, exam dates and dates for other exercises is being separately distributed. Due to uncertainties on both teaching and learning sides, it is impossible to predict the exact pace of coverage of all the course material, some minor changes may be made. It is your responsibility to keep abreast of announcements made in class or posted electronically on Blackboard in this regard.

## **Strategic Marketing Plan Outline**

- 1) **Executive Summary**<sup>2</sup> - A brief synopsis (one Page) of the Strategic Marketing Plan providing highlights of the situation analysis, objectives, strategies, and financial expectations.
- 2) **Situation Analysis**<sup>3</sup> - Relevant background data on the industry, competition, customer, marketing mix and the company's strengths, weaknesses, opportunities and threats by analyzing all facts and marketing research results.
  - i) **Industry/Market Analysis**
    - (1) Industry/Market size
    - (2) Trends
    - (3) Technological changes
    - (4) Legal/Regulatory issues
  - ii) **Competitive Analysis**
    - (1) Major players in the marketplace
    - (2) Market shares
  - iii) **Customer Analysis**
    - (1) Customer needs/perceptions
    - (2) Segments
    - (3) Trends
  - iv) **SWOT Analysis**
    - (1) Strengths
    - (2) Weaknesses
    - (3) Opportunities
    - (4) Threats
- 3) **Objectives**<sup>4</sup> - Desired accomplishments for a one-year period in quantitative, realistic terms.
  - a) **Financial Objectives**
    - i) Profitability, including comparison to year ago and profit margin as a percentage of sales.
  - b) **Marketing Objectives**
    - i) Dollar and unit sales volume, including growth from the previous year.
    - ii) Market share
    - iii) Customer satisfaction
    - iv) Product line
    - v) Pricing
    - vi) Distribution
    - vii) Promotion

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<sup>2</sup> Include only in the final written report

<sup>3</sup> For Phase 1 presentations include only Section 2: Situation Analysis

<sup>4</sup> For Phase 2 presentations include only Section 3 (Objectives) and Section 4 (Marketing Strategy)

- 4) **Marketing Strategy** - Outline or “game plan” of how the objectives will be achieved, which includes target markets, desired position in each market, positioning statement, and the marketing program.
- a) Segmentation
  - b) Target Market(s)
  - c) Positioning
  - d) Positioning Statement
    - i) For given target market, the product or service provides the most important benefit because of the most important supporting benefit(s).
  - e) Marketing Program (in detail)
    - i) Product Line
    - ii) Pricing
    - iii) Distribution
    - iv) Promotion (include integrated marketing strategy, with examples of ads, promotional materials, etc)

**Team Strategic Marketing Plan Peer Evaluation  
(Confidential)**

Please complete the following Team Strategic Marketing Plan Peer Evaluation for the group project. Divide 100 points among your team members in accordance with their contribution to your team assignment. Include yourself in the distribution of points. For example, if your team had four team members and each member contributed equally to the project, the team members would each earn 25 points (25 x 4 =100). If your team members did not contribute equally, then give each person the number of points that you feel fairly represents each member's contribution.

Team Name:  
\_\_\_\_\_

Project Name:  
\_\_\_\_\_

Your Name:  
\_\_\_\_\_

Names of Team Members	Points
	Total 100

Comments: Please feel free to comment on the contributions of individual team members to the Strategic Marketing Plan project.

## **Take Home Assignments**

### **Article Summary Format**

(Typed - double spaced - 2 Pages - #10 size font)

#### Section 1

Synopsis. Briefly describe the article.

#### Section 2

Identify and describe the three key points from the article.

#### Section 3

Identify two critical thinking questions that you identified during your review of the article and can be used as discussion points during class. How is this article relevant to what we have been talking about in class?

#### Section 4

Your opinion/critique of the article. Does this article make you think of any interesting marketing relevant ideas or solutions to marketing problems?

#### Section 5

Indicate the source of the article. Please sign at the bottom of the Page. No signature = no grade for the assignment.

### **Points to remember:**

- Please write your name and your class section.
- Please devote enough time so as to write a thoughtful and insightful analysis based on the material discussed in class.
- Be sure to attach a copy of the article to your summary.
- Please submit articles on the day indicated on the syllabus. Late submissions will not be accepted.

## **Case Analysis**

In this class, cases are viewed as vehicles for learning diagnostic skills and for applying concepts and frameworks introduced in readings and lectures. The learning from a case comes in two ways. The first involves pre-class preparation that encompasses the ability to diagnose case problems and issues, to select and apply appropriate forms of analysis (e.g., quantitative, logic, experience, conceptual) and to make decisions about case solutions. Each student should make a decision about what should be done before coming to class and be able to document that solution on the basis of analysis.

The second part of learning from cases comes from realizing that other people do not always diagnose, analyze, and solve problems the way you do. Understanding others' positions, learning from them and countering them with your own are a critical part of the learning experience. To do so, you must listen to each other as well as talk in class. Only when you have tried to defend your position can you fully understand its strengths and weaknesses. There is rarely a single right answer for a case, just as there is rarely a single right marketing decision in actual practice.

Analysis is more than noting that certain facts pertain to one of the central points around which the case is being analyzed. The facts must be noted, but then reasoning must be applied to determine how and in what way these facts affect the points in the case.

Finally, information regarding the strategies actually selected by the firms in the cases should be incorporated with caution. Firms make many strategies mistakes and strategies they actually pursue are often inferior to alternative strategies they could have chosen.

### ***Guidelines for Effective Case Analysis***

To most successfully complete a case analysis, use the following case analysis format to analyze the case and answer all of the preparation questions. It is also highly encouraged to expand your analysis beyond these questions to issues that you think should be addressed to more effectively analyze the case.

1. Problem Definition
  - A. Assessment of organizations' strategic marketing problems
  - B. Summary of critical environmental and situational factors indicating problems
  - C. Identification of other marketing issues that are a result of the strategic marketing problems
2. Alternative Approaches
  - A. Identification of alternative marketing strategies to deal with marketing problems
  - B. Strengths and weaknesses of reach alternative
3. Recommendation
  - A. Support for selected of alternative
  - B. Thorough discussion of alternative

4. Implementation Strategy
  - A. Outline the objectives required to successfully implement strategy
  - B. Identify the steps with a timeframe for implementation of recommendation
  
5. Implementation Challenges
  - A. Identify potential roadblocks to implementation strategy
  - B. Feasibility of recommendations within existing organizational and financial constraints
  
6. Analysis of Exhibits
  - A. Secondary research which supports recommendation
  - B. Analysis of exhibits, tables, charts and data to support decisions

The following are general guidelines for preparing an effective case write-up:

- Provide a coherent, well-organized analysis, not simply a set of notes pieced together from different sections in the case.
- Be concise. Provide a strong, logical flow throughout your paper. Do not spend time rehashing or paraphrasing the details of the case.
- Decisions should be practical, cost-effective, and appropriate to the timing (short-term or long-term) of the problem at hand. The supporting analysis should be thorough, carried out correctly and consistently, and should draw, whenever relevant, on material presented in class or assigned in readings.
- Marketing strategies should be specific and support the overall objectives and recommendations.
- Tie your exhibits to the text of the report.
- Specifically address and answer all of the case preparation questions in your write-up.
- Proofread/spell-check the report.