



## **EMBA550: Marketing Management – Spring 2014**

**Dr. Leslie Toombs, Professor**

Office BA 205

Office phone: 903-886-5903; fax: 903-886-5702

Office hours – Virtual Office Hours; on campus by appointment

Leslie.Toombs@tamuc.edu

### **Introduction**

The most successful firms are those that create sustained customer value. The role of marketing management in organizations is to formulate and implement strategies that support sustained customer value in a way that supports the fulfillment of the organization's mission. This process includes many factors that must be integrated to select the optimal marketing strategies for implementation including: 1) SWOT analysis; 2) segmenting, targeting and positioning within a market(s); 3) creating value through the marketing mix variables; 4) communicating value and acquiring customers; and 5) sustaining this value through customer relationship management activities.

### **Course Description**

This course provides a study of the marketing concepts and strategies of a global business environment focusing on the functional areas of marketing and the essential skills needed by successful managers to create sustained customer value. The topics to be covered will include individual and organizational problem solving and decision-making; understanding segmenting markets and customer value propositions; positioning the firm's total offering; effective marketing research; new product development; static and dynamic pricing strategies; communicating with consumers and estimating advertising's effectiveness; and how integrated marketing communication can be successfully \*uncertainty. I will use a combination of lectures and case analysis, and incorporate individual and group projects.

### **ACHIEVING THE COURSE OBJECTIVES**

Marketing is one of the most challenging, but exciting, areas of analysis and decision-making for firms. Why? Because marketing requires you to master an array of 'hard' and 'soft' skills. Although many marketing problems lend themselves well to quantitative analysis, the human element (qualitative analysis) plays a much larger role than in other business functions.

### **Materials – Text**

Required Textbook: Strategic Marketing Problems, 12th Edition (2010), by Roger A.Kerin & Robert A. Peterson, ISBN 978-0-13-610706-4

### **COURSE REQUIREMENTS**

### **Activities / Assessments\***

Bio (10 pts)

5 Discussion Boards (20 points each for a total of 100 pts)

Case 1 (50 pts)

Comprehensive Case (100 pts)\*\*

Interdisciplinary Analysis Project 1 (50 points)

Interdisciplinary Analysis Project 2 (100 points)

Interdisciplinary Analysis Project Presentation (25 points)

Interdisciplinary Marketing Team Evaluation (25 points)\*

Comprehensive Case Team Evaluation (25 points)\*\*

***Total (485 points if both peer evaluations are completed)***

***All assignments are due on the assigned date/time. This information is contained in the Course Schedule shown at the end of this syllabus. No late assignments will be accepted.***

\*If an interdisciplinary team has more than one marketing team member, this form will be completed by the marketing team members only. We do not evaluate the economic forecaster team member.

\*\*The comprehensive case can be completed by a team of students (no more than 3 students per team) or individually. Those who choose to work in a team will include a team evaluation for each member of the team.

### **Bio**

Complete a bio of yourself in the virtual office by the appointed time in the class schedule. Specific instructions are included in the Week 1 area of the course.

### **Team Peer Evaluation**

Complete a team peer evaluation sheet located in Week 10. This is due if you participated as a team member in the preparation of the final comprehensive case.

### **Wall Street Journal Discussion Board Exercises**

Students critique and discuss articles from the *Wall Street Journal* ([www.wsj.com](http://www.wsj.com)) and post them on the Discussion board. **YOU ARE NOT REQUIRED TO PURCHASE A SUBSCRIPTION TO THE WALL STREET JOURNAL.** I will post the topic for the aforementioned

articles at the beginning of each discussion. Thoughtful responses (i.e., "replies") to critiques posted by others in the class are required. This is the class participation component of the grade. If you were attending class, you would be expected to contribute to each week's class session, so you should treat the Discussion Board Exercises as you would treat class participation. As a general guideline, your grade on this portion will be a function of the **quality, (covering the topic and utilizing/applying the text and the article)** and consistency (i.e., even distribution of activity throughout the term; **postings should not be done in one "lump sum"**) on the Discussion board. *Please note the deadline for Discussion board participation is **Monday morning at 8 a.m. CST of specific weeks included on the weekly syllabus at the end of this document.***

### **Case preparation**

I selected cases for their ability to improve your marketing decision-making skills on a specific set of issues (e.g., pricing), not to provide general "world knowledge" about marketing practices in a certain industry. As a result, some of the cases may appear removed from the specific problems pertinent to your particular industry experience and interests. However, the lessons to be learned from the cases selected in this course are universally relevant and transcend the particular companies, countries, or industries in which they are set.

Some of you may not be familiar with the case teaching method. To benefit from the case method, you must be intimately familiar with the facts of each case. I also recommend you follow these simple steps:

- When reading the case, you should try to identify the underlying marketing problems (not just the symptoms described in the case). While doing this, you should think about how these problems apply to your industry and company. Do not attempt to find out what happened to the company. This greatly reduces what you will learn from the case.
- You should then generate alternative marketing actions (including their pros and cons) and make a decision about what should be done. As is often the situation in actual practice, cases may not have all the data you would like. Nevertheless, it is critical that you develop a reasoned plan of attack on the basis of the data available. The arguments behind your recommendations are more important than your decision itself.
- Finally, you should prepare your analysis and decisions for submission using the guidelines below. Repeating case facts or personal experience is not enough.

A typical question at the end of a case discussion is: "so what is the answer?" In case studies, as in the real world, there is no unique answer (although some answers are better than others). What is important is that you know what you would have done in that specific marketing situation, and why, and that you begin to construct your own framework for approaching more general marketing problems.

### **Case Analysis**

You will have to prepare three written case analyses. These write-ups are consistent with the amount of material you would have covered by the due dates. You will have to submit them to the dropbox and they will automatically be submitted to and reviewed by turnitin.com. **No paper will be accepted for grading if the turnitin.com percentage is greater than 25%.**

Case analysis must be typewritten using APA format (I prefer single spacing as the only exception). You may include exhibits or appendices in your analyses. Exhibits and appendices do not count toward the page limit. The format for the written case analyses is as follows:

1. Problem Statement (20%). The case analysis should begin with a **very** brief description of the background and key players in the scenario. This description provides a context for the problem. Make sure that you state the major problem your analysis will address.
2. Analysis and evaluation (50%). Identification of ALL important issues, use information presented in the case and concepts, theories, and/or past empirical research reported in the text to understand why the problems and issues have developed and why they are important. The analysis of each issue should be developed to provide the necessary background to lead to defining one or more reasonable alternative solutions to the problem.
3. Recommendations (30%). Recommended actions will evolve out of your analysis of the issues. Decide what should be done (or what should have been done). Be very clear on WHY you have chosen this action. Justify your decision with facts from the case and concepts FROM TEXT. Use sound analyses and reasoning.

### **Interdisciplinary Analysis Projects**

Each student in EMBA MKT 550 will be virtually teamed up with a student from EMBA ECO 510 to collaboratively work on 3 projects involving forecasting from both qualitative and quantitative approaches. The marketing students will assist with the research and analysis aspects of these projects. Specific instructions for these projects will be loaded in the doc sharing area of the course.

### **ACCESS AND NAVIGATION**

#### **Access and Log in Information**

This course was developed and will be facilitated utilizing eCollege, the Learning Management System used by Texas A&M University-Commerce. To get started with the course, go to: <https://leo.tamu-commerce.edu/login.aspx>.

You will need your CWID and password to log in to the course. If you do not know your CWID or have forgotten your password, contact Technology Services at 903.468.6000 or [helpdesk@tamu-commerce.edu](mailto:helpdesk@tamu-commerce.edu).

### **COMMUNICATION AND SUPPORT**

#### **Interaction with Instructor Statement**

For personal concerns or questions, email is the best way to contact me. I generally check email several times each day and you can expect a response within 24 hours during the week and 48 hours on the weekend. Most questions will be answered within 24 hours. ***Replies will be sent to your myLeo email address. You are responsible for checking your myLeo email address for class related materials.***

If you have a question that affects the entire class, please use the Virtual Office within the course. This is a better way to clarify requirements and my answer. I can explain once instead of answering the same question multiple times. Always check your home page for Announcements when you login. I expect students will check their email daily and login at least 4 times per week.

### **Student Support**

Texas A&M University-Commerce provides students technical support in the use of eCollege. The student help desk may be reached by the following means 24 hours a day, seven days a week.

- **Help:** Click on the 'Help' button on the toolbar for information regarding working with eCollege (i.e. How to submit to dropbox, How to post to discussions etc...)
- **Chat Support:** Click on 'Live Support' on the tool bar within your course to chat with an eCollege Representative.
- **Phone:** 1-866-656-5511 (Toll Free) to speak with eCollege Technical Support Representative.
- **Email:** [helpdesk@online.tamuc.org](mailto:helpdesk@online.tamuc.org) to initiate a support request with eCollege Technical Support Representative.

## **COURSE AND UNIVERSITY POLICIES**

### **Drop a Course**

A student may drop a course by logging into their myLEO account and clicking on the hyperlink labeled "Drop a class' from among the choices found under the myLEO section of the Web page.

### **Incomplete Grade**

A grade of Incomplete is only given when a student has completed all work up to the last 2 weeks of the term, and **has an extenuating circumstance**. Students only have access to the eCollege course for two weeks following the final day of the term. Therefore, incompletes are rarely given.

### **ADA Statement - Students with Disabilities:**

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this

legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

**Office of Student Disability Resources and Services**  
**Texas A&M University-Commerce**  
**Gee Library 132**  
**Phone (903) 886-5150 or (903) 886-5835**  
**Fax (903) 468-8148**  
[StudentDisabilityServices@tamuc.edu](mailto:StudentDisabilityServices@tamuc.edu)  
[Student Disability Resources & Services](#)

**Academic Honesty Policy:**

Academic honesty is the foundation of the university community. Cheating, plagiarism, or other acts of academic dishonesty compromise the integrity of the academic process and community and are subject to disciplinary action. For this class, plagiarism will result in automatic failure (final course grade of F).

An academic honesty policy has been posted under the —Doc Sharing tab. You should read this document, initial it, and submit it to me via its corresponding Dropbox.

**Course Schedule:**

WEEK	TOPICS/ASSIGNMENTS	CHAPTERS	DUE DATES
Unit 1 Jan. 13	Syllabus Review and Bio; Foundations and Case Analysis; Academic Honesty Policy	KP 1 & 3	
Unit 2 Jan 20	Unit 2 Discussion Board; Interdisciplinary Project One;  Financial Aspects	KP 2	Signed Academic Dishonesty Policy by 1/20 - 8 a.m. CST; Bio Due 1/20 - 8 a.m. CST;  Interdisciplinary Project 1 Due Jan. 27 - midnight
Unit 3 Jan 27	Unit 3 Discussion Board;  Segmentation and Targeting	KP 4	Unit 2 Discussion Posts due by 1/27 - 8 a.m. CST; Interdisciplinary Project 1 Due 1/27 - midnight
Unit 4	Unit 4 Discussion Board Case 1 Analysis Interdisciplinary Project 2		Unit 3 Discussion Posts due by 2/3 – 8 a.m. CST

Feb 3	Branding and Product Strategy	KP 5	Interdisciplinary Project 2 Due 2/24 - midnight
Unit 5 Feb 10	Unit 5 Discussion Board Promotion Strategy	KP 6	Unit 4 Discussion Posts due by 2/10 – 8 a.m. CST Case 1 due 2/10 - 8 a.m. CST
Unit 6 Feb 17	Unit 6 Discussion Board Channel Strategy	KP 7	Unit 5 Discussion Posts due by 2/17 – 8 a.m. CST
Unit 7 Feb 24	Comprehensive Case Analysis Pricing Strategy	KP 8	Unit 6 Discussion Posts due by 2/24 – 8 a.m. CST; Interdisciplinary Project 2 Due by 2/24 midnight CST Comprehensive Case due 3/10 – 8 a.m. CST
Unit 8 Mar 3	Reformulation Strategy	KP 9	
Unit 9 Mar 10	Global Strategy	KP 10	Comprehensive Case Due by 3/10 – 8 a.m. CST Comprehensive Case Team Evaluations Due by 3/17 - 8 a.m. CST



Unit 10 Mar 17	Interdisciplinary Project 3 - Final Project Team Presentations (date and time assignment will be made by Professors)		March 17 - 20 Each Marketing Team should submit presentation slides in the dropbox on the scheduled day of presentation
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<b>Discussion Rubric</b>			
<b>Your initial response post should be made no later than Wednesday evening during the week of the assignment period; all posts must be made over three days during the assignment period.</b>			
<b>Task</b>	<b>Accomplished</b>	<b>Proficient</b>	<b>Needs Improvement</b>
<b>Posting</b>	Clearly identifies key or important information in your own words, on topic, and applying the text and the article, appropriate citations. (10 points)	Identifies some important information in your own words, on topic, and utilizing the text and the article, however, information missing and or appropriate citations missing, not appropriate length. (6-8 points)	Does not clearly identify key information, not on topic, does not utilize text and or article, and or, not properly cited. Not appropriate length. (0-5 points)

<b>Reply including asking a question</b>	<p>Clearly responds to another student's posting in your own words, then ask a question you are interested in knowing that illustrates application of text and article material. (5 points)</p>	<p>Responds to another student's posting but you didn't clearly ask a question, didn't clearly utilize the text and the article in your response and not the proper length. Did not post a question. (3-4 points)</p>	<p>Does not clearly respond to another student's posting, did not ask a question, incomplete in utilizing the text, or the article in your response and not the proper length. (0-2 points)</p>
<b>Reply answering a question</b>	<p>Clearly state and responds to another student's question in your own words, on topic, and utilizing the text and the article. (5 points)</p>	<p>State and responds to another student's posting but you didn't clearly answer a question that is posted, didn't clearly utilize the text and the article in your response and not the proper length. Did not post a question. (3-4 points)</p>	<p>Does not clearly state or respond to another student's posting, incomplete in utilizing the text, and the article in your response and not the proper length. No answer to posted question. (0-2 points)</p>

## Case Analysis Grading Rubric

**This document is available in the Doc Sharing area – Case Information Category**

Note that the component areas of a thorough case presentation are listed on the left column, and levels of performance are listed across.

This listing can help you better prepare your case analysis. Evaluation criteria are listed for both the content and the process aspects.

Component	Unacceptable (D)	Unacceptable ( C )	Acceptable (C+ to B-)	Good (B to B+)	Excellent (A- to A+)	
<b>Problem Statement</b>	<b>0-5pts</b>	<b>6pts</b>	<b>7pts</b>	<b>8pts</b>	<b>9-10pts</b>	20
The case analysis should begin with a very brief description of the background and key players in the scenario. This description provides a context for the problem.	no core problem identified, no brief background, no key players, no primary issues identified, lack of depth of analysis, lack of organization and logic, poor quality in writing	vague coverage of background, players, core problem, primary issues; limited depth of analysis, organization and logic and weak quality in writing	vague and limited coverage of background, players, core problem, primary issues; limited depth of analysis, organization and logic and reasonable good quality in writing	clear & distinctive, but limited, coverage of background, players, core problem, primary issues; good depth of analysis, organization and logic and reasonable good quality in writing	full and complete coverage of background, players, core problem, primary issues; good depth of analysis, organization and logic and good quality in writing	
Component	Unacceptable (D)	Unacceptable ( C )	Acceptable (B- to B)	Good (B+)	Excellent (A- to A)	
<b>Analysis of Issues</b>	<b>0-24pts</b>	<b>25pts</b>	<b>26-34pts</b>	<b>35-43</b>	<b>44-50pts</b>	50

<p>Identification of ALL important issues, use information presented in the case and concepts, theories, and/or past empirical research reported in the text to understand why the problems and issues have developed and why they are important. The analysis of each issue should be developed to provide the necessary background to lead to defining one or more reasonable alternative solutions to the problem.</p>	<p>no comparison or integration of appropriate terminology, key concepts or theories, demonstrate understanding of the WHY in the problems with the analysis of each issue and necessary background, definitely lacking or showing poor depth of analysis, organization, logic, and quality of writing</p>	<p>vague integration of appropriate terminology, key concepts or theories, demonstrate understanding of the WHY in the problems with the analysis of each issue and necessary background, definitely lacking or showing poor depth of analysis, organization, logic, and quality of writing</p>	<p>vague and limited integration of appropriate terminology, key concepts or theories, demonstrate understanding of the WHY in the problems with the analysis of each issue and necessary background, definitely lacking or showing somewhat fair depth of analysis, organization, logic, and quality of writing</p>	<p>clear and distinctive integration of appropriate terminology, key concepts or theories, demonstrate understanding of the WHY in the problems with the analysis of each issue and necessary background, definitely lacking or showing reasonably good depth of analysis, organization, logic, and quality of writing</p>	<p>full and complete integration of appropriate terminology, key concepts or theories, demonstrate understanding of the WHY in the problems with the analysis of each issue and necessary background, definitely lacking or showing good depth of analysis, organization, logic, and quality of writing</p>
<p><b>Component</b></p>	<p><b>Unacceptable (D)</b></p>	<p><b>Unacceptable ( C )</b></p>	<p><b>Acceptable (B- to B)</b></p>	<p><b>Good (B+)</b></p>	<p><b>Excellent (A- to A)</b></p>
<p><b>Recommendation</b></p>	<p><b>0-9pts</b></p>	<p><b>10-11pts</b></p>	<p><b>12-14pts</b></p>	<p><b>15-17pts</b></p>	<p><b>18-20pts</b></p>

<p>Recommended actions will evolve out of your analysis of the issues. Decide what should be done (or what should have been done). Be very clear on WHY you have chosen this action. Justify your decision with facts from the case and concepts FROM TEXT. Use sound analyses and reasoning.</p>	<p>No recommended actions that evolve out of your analysis of the issues. Not clear on what should be done and why, little to no justification on decisions, no to very little facts.</p>	<p>Vague recommended actions, vague evolution out of your analysis of the issues. Vague and non-specific on what should be done (or what should have been done). Not clear on WHY you have chosen this action. Very little use of facts and text and very little sound analyses and reasoning.</p>	<p>Vague and limited recommended actions, limited evolution out of your analysis of the issues. Limited and non-specific on what should be done (or what should have been done). Not very clear on WHY you have chosen this action. Limited use of facts and text and very little sound analyses and reasoning.</p>	<p>Clear and distinctive recommended actions, clear but somewhat limited evolution out of your analysis of the issues. Limited on what should be done (or what should have been done) and WHY. Some need for facts, text info, sound analyses, and reasoning.</p>	<p>Full and complete recommended actions, clear and complete evolution out of your analysis of the issues. Complete on what should be done (or what should have been done) and WHY. Appropriate use of facts, text, sound analyses, and reasoning.</p>
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total

100

## Marketing Plan Grading Rubric

Marketing Plan Elements	Points Possible	Points Earned	Comments
<p>Marketing Plan Format Guidelines</p> <p>Times Roman 12, Double Spaced, 1" margins all over the paper. Follow APA throughout the paper which includes citations and references.</p> <p>Maximum page length = 15 pages</p> <p>Table of contents: organized, pages numbered, accurate.</p> <p>Be sure to cite references used to collect secondary research to support your project and list them on a reference page at the end of your project.</p> <p>Use headings to facilitate flow of the paper. Review paper for grammar, composition, and spelling mistakes.</p>	0 points		Points will be deducted from your score if these guidelines are not met, including exceeding the maximum page length.
<p>Introduction</p> <p>Company overview Management team summary Market opportunity overview</p>	5 Points		
<p>Situation Analysis (Study internal and external environment of the organization) Industry sector description</p>			

<p>SWOT Analysis</p> <p>Target Market Analysis</p> <p>Demographic characteristics of market</p> <p>Psychographic characteristics of market</p> <p>Behaviors of target market</p> <p>Strategies appealing to market</p>	25 Points		
<p>Marketing Mix</p> <p>Product Strategy (Product Mix)</p> <p>Pricing strategy</p> <p>Distribution plan</p> <p>Promotional message</p> <p>Media plan</p> <p>Promotion &amp; advertising plan</p> <p>Personal selling strategy</p> <p>Positioning strategy</p> <p>Competitive Analysis (Comparing organization with</p> <p>Competitors'. Discuss the 4P's of marketing mix with competitors')</p> <p>Competitors' strengths</p> <p>Competitors' weaknesses</p> <p>Organization's competitive advantage</p>	25 Points		
<p>Financial Analysis (Analyze the basic finance structure of the organization)</p> <p>Starting capital</p> <p>Budget/cash flow for purchases &amp; vendor list</p> <p>Break-even analysis</p> <p>Projected income &amp; profit</p> <p>Overall financial concerns/implications</p>	10 Points		
<p>Challenges to be addressed to create best customer value proposition (should be factored into</p>	5 Points		

recommended strategies)			
Internal risks External risks			
Recommended Strategies/ Growth Plan and Implementation Timeline (provide specific dates for two years in the future)  Description of growth plan Strategies for market penetration Strategies for product development Strategies for market development Strategies for diversification  Conclusion – identification of external variables that may impact the recommended strategies; Main findings of the marketing plan	30 Points		
<b>Total Points</b>	<b>100 Points</b>		