MARKETING MANAGEMENT (BA 590 - Hybrid)
College of Business, Oregon State University

Aimee Huff, PhD
aimee.huff@oregonstate.edu

COURSE CREDITS
This course combines approximately 90 hours of instruction and activities for three credits.

REQUIRED COURSE MATERIALS
   - Available on reserve at the library

   *Students can also click the OSU Beaver Store link associated with the BA 590 course information in the Ecampus schedule of classes for course textbook information and ordering.*

   - The course pack contains the cases that are required reading before every class. To access your course pack, go to: [url]
   - You will need to log in or create an account. You can then purchase a digital copy of the coursepack. Coursepacks are PDF documents that can be opened using Adobe Reader. Once downloaded to your computer, you will have digital access until the course end date. You may print the individual cases as needed throughout the term.
   - This coursepack is for your personal use only and is not to be shared or distributed in any form. I hope you find this a convenient way to get your required course materials.
   - If you have any questions or technical difficulties, please contact Ivey Publishing directly, at cases@ivey.ca or 1-800-649-6355, Monday to Thursday: 8:00am-4:30pm (EST) and Friday: 8:00am-4:00pm (EST)

COURSE DESCRIPTION
This course will provide students with an understanding of how a market-orientation can help firms to profitably deliver value to their targeted customers. Through a combination of lectures, case discussions, and projects, students will learn how to analyze complex marketing challenges, and make strategic decisions based on established marketing
management principles. PREREQS: BA 390 or equivalent with a minimum grade of C- or better and graduate standing.

COURSE LEARNING OUTCOMES
At the conclusion of the course, students should be able to apply their understanding and mastery of the course material to:

- Analyze complex marketing challenges based on thorough appraisals of the market and the firm
- Assess the opportunities and challenges facing the firm
- Compare and contrast alternative courses of action
- Develop comprehensive marketing plans based on strategic marketing management principles
- Choose a course of action and communicate the choice persuasively
- Defend and justify strategic decisions using appropriate assessment criteria

COURSE FORMAT
This is a hybrid course which means that the course will be structured around both in-person class sessions and online activities. The course is structured around ten weekly lectures. We will use OSU’s Blackboard system for most activities. Throughout the term, we will meet twice in person, each time for a three-hour case discussion and lecture. Our first in-person class will be during week 1 and the second meeting will be in week 8. The rest of the course will take place online, asynchronously. This means you do not need to log in at a specified day/time; however, in addition to your weekly reading and case analysis, please plan to log in at least 3-4 times each week to participate in class activities.

Each week we will conduct a case discussion where students will analyze a marketing challenge facing a real company. Through instructor-facilitated peer discussion, students will analyze the case material, identify the critical issues, and formulate comprehensive recommendations. Students will be required to apply their own analysis and individual judgment, to make strategic and tactical decisions, and to justify and defend their opinions. Each week will also include a lecture and short exercises based on the topic and assigned readings.

The course will be facilitated daily during the Monday-Friday work week, excluding University holidays.

Online Components: Blackboard
This course will be delivered primarily via Blackboard where you will interact with your classmates and with your instructor. Within the course Blackboard site you will access the learning materials, such as the syllabus, class discussions, assignments, projects, and quizzes/exam. To preview how an online course works, visit the Ecampus Course Demo. For technical assistance, please visit Ecampus Technical Help.
In-Person Components: Lectures and Case Discussions

Twice during the term we will meet in person. These in-person class sessions will include a live case discussion (approximately 90 minutes) and a lecture/discussion (approximately 60 minutes).

Communication

Please post all course-related questions in the General Discussion Forum (on Blackboard) so that the whole class may benefit from our conversation. Please email your instructor for matters of a personal nature. I will reply to course-related emails as soon as possible, and no later than 24 hours. I will strive to return your assignments and grades for course activities to you within five days of the due date.

EVALUATION

Grades will be calculated using three components: a group positioning report, contribution to weekly case discussions, and a final exam.

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultants’ Positioning Report</td>
<td>35%</td>
</tr>
<tr>
<td>Case Discussion Contribution</td>
<td>35%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>30%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>93%+</td>
</tr>
<tr>
<td>A-</td>
<td>90-92.99%</td>
</tr>
<tr>
<td>B+</td>
<td>87-89.99%</td>
</tr>
<tr>
<td>B</td>
<td>83-86.99%</td>
</tr>
<tr>
<td>B-</td>
<td>80-82.99%</td>
</tr>
<tr>
<td>C+</td>
<td>77-79.99%</td>
</tr>
<tr>
<td>C</td>
<td>73-76.99%</td>
</tr>
<tr>
<td>C-</td>
<td>70-72.99%</td>
</tr>
<tr>
<td>D</td>
<td>60-69.99%</td>
</tr>
<tr>
<td>F</td>
<td>&lt; 60 percent</td>
</tr>
</tbody>
</table>

1) CONSULTANTS’ POSITIONING REPORT (35%)

This is a group project. In groups of 3-5 students, you will choose a company for whom you will assume the role of consultants hired to provide strategic recommendations. Using only publically available sources (i.e., no “insider information”), your group will:

- Conduct a thorough market assessment
- Conduct a thorough assessment of the company’s current positioning and tactics
- Identify challenges and opportunities based on your assessment
- Develop a comprehensive set of recommendations to improve current positioning

Please refer to the assignment document for more detail. Group member names and focal company are due to Aimee Huff on Blackboard no later than 11:59pm on Sunday of week 2. The report must be submitted electronically to Blackboard no later than 11:59pm of week 8. Reports will be graded out of 350 marks. Late reports will be penalized 30 marks for each hour or portion thereof past 11:59pm on the due date.
There are many resources available to help you and your group members work together even though you may not be in the same place at the same time. You can use the group discussion board, Skype, GoToMeetings, Google Hangouts, the telephone, or any other tools you think would work. It is expected that you will manage group dynamics among yourselves and in a professional manner. If a serious problem arises, please contact your instructor. Instances of significant imbalance in individual effort will be managed on an ad hoc basis. Students who make minimal contributions to the report and/or are disruptive to the group may be required to complete a report on their own.

2) CASE DISCUSSION CONTRIBUTION (35%)
Your contribution to case discussions comprises an important component of your overall grade in the course (35%). There will be ten case discussions throughout the course (one each week) worth 35 points each. You will earn points every week for case discussions, and the total number of points earned throughout the course will comprise your final contribution grade.

In-Person Case Discussions
During our two in-person class sessions, approximately half of the class time will be devoted to case discussion, where you will analyze complex marketing challenges, develop comprehensive strategic solutions, and persuasively communicate your decisions to your classmates. In these in-person classes, you will earn contribution points based on the quality of your oral participation in the case discussion.

Online Case Discussions
During our eight online case discussions, you will contribute to the online discussions. These discussions will be asynchronous which means you do not need to log in at a specified day/time; however, you will need to post your recommendations and log-in a few times each week in order to keep up with the evolving discussion. There are two parts to the online case discussions: each student’s set of comprehensive recommendations and the discussion of these recommendations.

1) Comprehensive Recommendations
In the first part of each week, you will be required to post a comprehensive set of recommendations (i.e., answer the posted question). This is due Wednesday at midnight (PST). Your recommendations will be detailed and perhaps lengthy (e.g., 2-3 pages). In the first class, we will talk about expectations for this comprehensive post. These recommendations, posted by each student, will form the core for our case discussion in the second part of the week.

2) Case Discussion
In the second part of each week, students will engage in an online discussion that revolves around the recommendations posted earlier in the week. Opportunities for participating in this component of the case discussion will close on Sunday at midnight (PST). You will read your classmates’ recommendations and their comments on each others’ recommendations.
You need to contribute at least three times (for a total of four posts each week). Contributions to the case discussion include but are not limited to:

- pursuing the logic advanced by others
- defending your recommendations using case facts, analysis, or theory
- challenging other student’s positions
- identifying key tensions or challenges in the case
- emphasizing generalizable learning points

Your initial recommendations will be weighted most heavily (40%) with the remainder of your posts collectively weighted at 60%. The value of the case discussion is heavily dependent on students’ preparation and high-quality class contributions. Therefore, a significant portion of your grade will be based on the quality of these contributions. It is in your best interest to follow all case discussions closely and to make good contributions to our discussions based on your preparation; not only will you earn a higher contribution grade, but you will contribute immensely to your own learning in the course.

**Guidelines For Online Participation**

- The discussion board is your space to interact with your peers and respond to their statements. It is expected that each student will participate in a mature and respectful fashion.
- Participate actively in the discussions, having completed the readings and thought about the issues.
- Pay close attention to what your classmates write in their online comments. Ask clarifying questions, when appropriate. These questions are meant to probe and shed new light, not to minimize or devalue comments.
- Think through and reread your comments before you post them.
- Assume the best of others in the class and expect the best from them.
- Value the diversity of the class. Recognize and value the experiences, abilities, and knowledge each person brings to class. Disagree with ideas, but do not make personal attacks. Comments that are demeaning or unprofessional in nature will result in a negative contribution grade for that particular week.

**3) FINAL EXAM (30%)**

The final exam will give you the opportunity to demonstrate your mastery of the skills learned in the course. You will be presented with a management problem that will require you to analyze the situation using models and tools learned during the course, to formulate a comprehensive marketing plan, and to provide a convincing argument that your decision will enable the company to profitably deliver value to its customers. The exam will take place on Blackboard and will be open Monday-Wednesday of finals week. You may begin the exam any time during the exam window; however, once you begin, you will have 110 minutes to complete the exam. The exam is open book, open notes. Failure to sit the exam will result in a grade of 0 on the exam. Under extenuating circumstances, a student may be given the opportunity to sit a make-up exam, provided that arrangements are made with
the instructor as early as possible prior to the scheduled exam. Vacation travel plans do not constitute extenuating circumstances; please check the exam schedule before making travel plans.

SafeAssign Plagiarism Prevention
You may be asked to submit one or more of your writings to Blackboard’s SafeAssign plagiarism prevention service. Your assignment will be checked for potential plagiarism against Internet sources, academic journal articles, and the papers of other OSU students. SafeAssign generates a report that highlights any potentially unoriginal text in your paper. Papers you submit through SafeAssign for this or any class will be added to the OSU SafeAssign database and may be checked against other OSU paper submissions. You will retain all rights to your written work. For further information, visit Academic Integrity for Students: SafeAssign FAQ http://oregonstate.edu/dept/tac/handouts/safeassign/SA-Student_FAQs.pdf

STUDENT ASSISTANCE

Questions About the Course
General course questions should be posted in the Q&A Discussion Forum so that all participants can benefit from the exchange. Private matters, of course, can be communicated via email or telephone.

Technical Assistance
If you experience computer difficulties, need help downloading a browser or plug-in, assistance logging into the course, or if you experience any errors or problems while in your online course, contact the OSU Help Desk for assistance. You can call (541) 737-3474, email osuhelpdesk@oregonstate.edu or visit the OSU Computer Helpdesk online.

Student Resources
Ecampus provides many resources from technical support to tutoring services. Please see the following link to access more information and Ecampus services. https://courses.ecampus.oregonstate.edu/importantlinks.html

ACADEMIC INTEGRITY
Students must write their assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offense and will not be tolerated. Other forms of academic dishonesty – such as cheating, fabrication, assisting in dishonesty, or tampering – will also not be tolerated. Please refer to the Student Conduct Code for more information: http://oregonstate.edu/studentconduct/code/index.php
VETERANS
Veterans and active duty military personnel with special circumstances are welcome and encouraged to communicate these, in advance if possible, to the instructor.

STATEMENT REGARDING STUDENTS WITH DISABILITIES
Accommodations are collaborative efforts between students, faculty and Disability Access Services (DAS). Students with accommodations approved through DAS are responsible for contacting the faculty member in charge of the course prior to or during the first week of the term to discuss accommodations. Students who believe they are eligible for accommodations but who have not yet obtained approval through DAS should contact DAS immediately at 737-4098.

COLLEGE OF BUSINESS EXPECTATIONS
As a member of the College of Business Community you should strive to treat others with honesty, respect, and courtesy; maintain the highest levels of academic integrity; act in accordance with my ethical and social responsibilities; foster a professional learning environment; act in a professional manner.

COURSE OUTLINE (see next page)
When determining your priorities each week, please remember that you must read and prepare the case prior to class. Case assignment questions will be posted on Blackboard on Monday each week.
### Assignment Schedule: BA 590

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Readings (from textbook)</th>
<th>Learning Activities</th>
<th>Due Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1*</td>
<td><strong>Lecture 1</strong></td>
<td>Ch. 1: Defining Marketing for the 21st Century&lt;br&gt;Ch. 2: Developing Marketing Strategies and Plans&lt;br&gt;Marketing Management note (Ivey 9B08A015)&lt;br&gt;Case: VOSS Artesian Water from Norway (Harvard 590-040)</td>
<td>DB: Introduce Yourself&lt;br&gt;Find Your Group (Blackboard)&lt;br&gt;Case Discussion: In-person</td>
<td>In-person class session on Thursday (6pm-8:50pm)&lt;br&gt;All assignments due prior to class</td>
</tr>
<tr>
<td></td>
<td>Intro; Core concepts; Marketing framework</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 2</td>
<td><strong>Lecture 2</strong></td>
<td>Ch. 5: Creating Customer Value, Satisfaction, and Loyalty&lt;br&gt;Ch. 6: Analyzing Consumer Markets&lt;br&gt;Case: Starbucks - Delivering Customer Service (Harvard 9-504-016)</td>
<td>Case Discussion: Online&lt;br&gt;Select and submit focal company</td>
<td>Case Recommendations Due by 11:59pm on Wed.&lt;br&gt;Peer Responses and focal company due by 11:59pm on Sunday</td>
</tr>
<tr>
<td></td>
<td>Creating customer value; consumer decision making</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 3</td>
<td><strong>Lecture 3</strong></td>
<td>Ch. 3: Gathering Information and Scanning the Environment&lt;br&gt;Ch. 8: Identifying Market Segments and Targets&lt;br&gt;Case: Red Lobster (Harvard 9-511-052)</td>
<td>Case Discussion: Online</td>
<td>Case Recommendations Due by 11:59pm on Wed.&lt;br&gt;Peer Responses due by 11:59pm on Sunday</td>
</tr>
<tr>
<td></td>
<td>Segmenting and targeting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 4</td>
<td><strong>Lecture 4</strong></td>
<td>Ch. 9: Creating Brand Equity&lt;br&gt;Ch. 10: Crafting the Brand Positioning&lt;br&gt;Case: Mountain Man Brewing Co. - Bringing the Brand to Light (Harvard 2069)</td>
<td>Case Discussion: Online</td>
<td>Case Recommendations Due by 11:59pm on Wed.&lt;br&gt;Peer Responses due by 11:59pm on Sunday</td>
</tr>
<tr>
<td></td>
<td>Managing Brand Equity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 5</td>
<td><strong>Lecture 5</strong></td>
<td>Ch. 12: Setting Product Strategy&lt;br&gt;Ch. 14: Developing Pricing Strategies and Programs&lt;br&gt;Case: Soren Chemical - Why Is the New Swimming Pool Product Sinking? (Harvard 4188)</td>
<td>Case Discussion: Online</td>
<td>Case Recommendations Due by 11:59pm on Wed.&lt;br&gt;Peer Responses due by 11:59pm on Sunday</td>
</tr>
<tr>
<td></td>
<td>Strategic pricing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 6</td>
<td><strong>Lecture 6</strong> B2B marketing; personal selling</td>
<td>Ch. 7: Analyzing Business Markets Ch. 19: Managing Personal Communications Case: Boise Automation Canada Ltd - The Lost Order at Northern Paper (Ivey 9B12A008)</td>
<td>Case Discussion: Online Case Recommendations Due by 11:59pm on Wed. Peer Responses due by 11:59pm on Sunday</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>Week 7</td>
<td><strong>Lecture 7</strong> Advertising and promotion</td>
<td>Ch. 18: Managing Mass Communications Ch. 22: Managing a Holistic Marketing Organization Case: American Apparel - Unwrapping Ethics (Ivey 9B12A032)</td>
<td>Case Discussion: Online Case Recommendations Due by 11:59pm on Wed. Peer Responses due by 11:59pm on Sunday</td>
<td></td>
</tr>
<tr>
<td>Week 8*</td>
<td><strong>Lecture 8</strong> Marketing channels; retailing, international expansion</td>
<td>Ch. 4: Conducting Marketing Research and Forecasting Demand Ch. 16: Managing Retailing, Wholesaling, and Logistics Ch. 21: Tapping into Global Markets Case: Tesco PLC - Fresh &amp; Easy in the United States (Harvard 9-511-009)</td>
<td>Case Discussion: In-person Exam Review Consultant's Positioning Paper In-person class session on Thursday (6pm-8:50pm) Positioning paper due by 11:59pm on Sunday</td>
<td></td>
</tr>
<tr>
<td>Week 9</td>
<td><strong>Lecture 9</strong> Integrated marketing; new product introductions</td>
<td>Ch. 15: Designing and Managing Integrated Marketing Communications Ch. 20: Introducing New Market Offerings Case: Kraft Foods - The Coffee Pod Launch (A) (Ivey 9B06A019)</td>
<td>Case Discussion: Online Case Recommendations Due by 11:59pm on Wed. Peer Responses due by 11:59pm on Sunday</td>
<td></td>
</tr>
<tr>
<td>Week 10</td>
<td><strong>Lecture 10</strong> Integrated marketing; course review</td>
<td>Ch. 11: Dealing with Competition Ch. 17: Designing and Managing Integrated Marketing Communications Case: The Black &amp; Decker Corporation (A) - Power Tools Division (Harvard 9-595-057)</td>
<td>Case Discussion: Online Case Recommendations Due by 11:59pm on Wed. Peer Responses due by 11:59pm on Sunday</td>
<td></td>
</tr>
<tr>
<td>Finals Week</td>
<td></td>
<td></td>
<td>Final Exam Due by 11:59pm on Wednesday</td>
<td></td>
</tr>
</tbody>
</table>

*We will hold in-person classes during Week 1 and Week 8. Class will be held on Thursday evenings from 6:00pm-8:50pm. Classes will meet in the New Collaborative Life Sciences Building at 0650 SW Meade Street, Portland, OR 97201. Room 1S019, 1S018 or 1S008 (first floor). DB = Discussion Board*
STUDENT EVALUATION OF TEACHING
We encourage you to engage in the course evaluation process each term – online, of course. The evaluation form will be available toward the end of each term, and you will be sent instructions through ONID. You will login to “Student Online Services” to respond to the online questionnaire. The results on the form are anonymous and are not tabulated until after grades are posted.

NOTE to prospective students: This syllabus is intended to provide students who are considering taking this course an idea of what they will be learning. A more detailed syllabus will be available on the course Blackboard site for enrolled students and may be more current than this sample syllabus.