

University of South Dakota
School of Business
BADM-770: Managerial Marketing

***Tentative and Subject to Change at the Instructor's Discretion**

*** Complete Pre-Term Assignments on Page 8**

Instructor:	Dr. Kaiya Liu
Semester:	Fall 2009
Class Times:	Online
Phone:	(605) 677 – 5544
Office hours:	D2L: T & TH 9:00 – 10:00 am Elluminate Discussions: Wed. 8:30-10:00 pm central time
E-mail:	kliu10557@d2l.sdbor.edu

COURSE DESCRIPTION. Marketing is at the core of any operating business or organization. It provides the managerial focus for interfacing with customers and the source of intelligence about customers, competitors, and the general environment. Marketing is concerned with both the long-term relationship of a company to its customers and short-run sales and profits. Managers must be able to identify and measure consumers' needs and wants, assess the competitive environment, select the most appropriate customer targets, and develop marketing programs that satisfy consumers' needs better than the competition. Successful implementation of marketing programs requires managed introduction of new products, optimal structuring of prices, effective communication of product value, and the distribution of products through intermediaries.

This course provides students with an in-depth examination of the major issues in marketing strategy and management. The first half of this course focuses on formulating marketing strategies to provide superior customer value. The second half of the course focuses on decisions that managers make and the tools that they use to successfully deliver customer value.

PREREQUISITES.

BADM 370: Principles of Marketing or BADM 580: Foundations of Management and Marketing. The treatment of topics in the course will assume that you have a working knowledge of many of the concepts covered in an undergraduate Principles of Marketing course.

LEARNING OBJECTIVES. The main objectives of this course are to help you develop skills to:

- Assess market opportunities by analyzing customers, competitors, and strength and weakness of a company.
- Design effective marketing strategies to maximize a company's chance of success in the markets in which they compete.
- Critically examine problem areas, develop feasible solutions, evaluate market research information, formulate and defend your marketing recommendations.

COURSE MATERIALS

- Required:
 - Noel Capon with James Mac Hulbert (2008), *Managing Marketing in the 21st Century*, Wessex Press. ISBN: 978-0979734403.

- The textbook is available at USD bookstores (Barnes & Noble and Dakota Textbooks).
 - You can also purchase from the publisher (<http://www.accesscapon.com/en/booksfront>) or Amazon.com.
- Course pack (required): cases and extra readings are available for purchase from <http://cb.hbsp.harvard.edu/cb/access/4437074>
 - You'll need to first register as an authorized student of the course by going to the web address.
- Optional:
 - Noel Capon & Andrew Yap. Student Study guide. The study guide can be purchased from the publisher <http://www.accesscapon.com/en/booksfront>

INSTRUCTIONAL METHOD

This course is presented in Desire2Learn (D2L), a proven and effective pedagogical tool utilized by many educational institutions worldwide and provided to you by USD.

New D2L Users: Once you are registered for Fall 2009, please go to <http://boris.sdbor.edu/idm>, and click the "I do not know my password" link to create your new password for D2L. Enter your D2L username, which is the same as your WebAdvisor ID, and your USD e-mail address. After you have created your new password, you can login to D2L at <https://d2l.sdbor.edu> using the new password. After you have logged into D2L and the course is released for your use (which will not be until August 31,2009), you should see a course listed as BADM770 - Managerial Marketing (or something similar). Simply click on that link, and you will be transferred to the home page for our course. If you have not used D2L before, there is a tutorial available on USD's Center for Teaching and Learning (CTL) website at www.usd.edu/ctl. Click on D2L Support in the left hand menu, and from there choose D2L Login Demo.

Existing D2L Users: You can login to D2L at <https://d2l.sdbor.edu> using your previously created password. After you have logged into D2L and the course is released for your use (which will not be until August 31,2009), you should see a course listed as BADM710 - Managerial Finance (or something similar). Simply click on that link, and you will be transferred to the home page for our course.

Important D2L Announcement: D2L does not support Internet Explorer 8, and you may have trouble running D2L successfully if you use IE8. If you already have IE8 on your machine, it is apparently difficult to convert back to IE 7, so if you have IE 8 on your computer, you may want to run D2L using Firefox. If you have additional questions, please contact the USD Helpdesk at helpdesk@usd.edu.

USD E-MAIL: If you do not have a USD e-mail account, please follow these instructions to obtain one. *24 hours after your* course registration is entered into the student system at USD you are eligible for a U. username and password. Whether your username and password are 'new' or 'existing,' you can obtain your account information online. Your U. email account is the official means of communication with USD. **You need your U. username and password to gain access to:** USD Email, D2L, Online Library Resources, Network File Space, and Personal Web Space. **For your account information, go to:** www.usd.edu/accounts/pickup. For assistance, contact **Information Technology Services** at (605) 677-5028 or helpdesk@usd.edu.

INSTRUCTOR AVAILABILITY:

During the “work week” – Monday through Friday – I will generally log onto the D2L course once a day to respond to e-mail and answer questions. I will make every effort to respond to your e-mails within 24 hours during the work week. I will attempt to log on at least once each weekend and answer weekend e-mails within 48 hours.

E-Mail COMMUNICATION: The University email system filters spam mails routinely, but sometimes non-spam mails get filtered out too. I also receive many emails every day. To ensure that your course related email is read and responded promptly, you should send all email communications to my D2L account (kliu10557@d2l.sdbor.edu) after class starts on August 31st.

TIME EXPECTATIONS:

Some online students may find it easy to procrastinate with their studies because this is not a face-to-face course. To avoid this please be sure to log into the course *at least two or three times per week and keep up with the reading, lectures, cases, and assignments*. It is expected that each student would spend a minimum of 12-15 hours per week on this course. Online MBA courses cover the same content as face-to-face MBA courses, it is only the method of delivery that differs.

LEARNER SUPPORT:

The University’s technical, academic, student, tutorial and research and writing resources support systems are outlined in the CE Online Orientation found on the Welcome Materials page of the course or at (<http://www.usd.edu/ce/Orientation.pdf>). You should read this information.

LEARNING TOOLS:

There will be a variety of learning tools available online in D2L to enable students to learn the content in BADM 770. Some of these tools will be similar to tools available in face-to-face classrooms and some will vary. The Learning Tools available in D2L include the following.

- **Lectures:** Recordings of the lectures from the face-to-face section will be made available to you on Wednesdays as archived Elluminate sessions. The links to these archives will be posted on D2L.
- **Notes:** Notes for each class to be used when you view the recorded lectures are available in the D2L Content area.
- **Discussion Board:** The Discussion Board feature in D2L is an excellent tool for students to use to communicate with each other. Please feel free to post your questions or discussion items to the Discussion Board, especially those relating to group assignments and cases analyses. I will monitor the discussions that take place there, but I would like the Discussion Board to provide an opportunity for students to interact with each other.
- **D2L Live Chats (Office Hours):** Live synchronous chats with the instructor will take place twice each week in the D2L chatroom from 9-10am on Tuesday and Thursdays mornings. The D2L chats at 9am will primarily be an opportunity for you to ask questions about the homework or the material being covered each week; they are not required, but they are for your benefit. From time to time, I may have to cancel one of these chat sessions due to other obligations. If I need to cancel a session, I will post a message on the message board on the BADM 770 course homepage in D2L.
- **Elluminate Discussions:** From 8:30-10pm on Wednesday evenings we will use the Elluminate web software, which allows for two-way audio interaction, for office hours. Elluminate chat

sessions will be archived so you can view them later if you are not able to attend them “live.” You should, however, plan to participate “live” in one of the two sessions each week whenever possible. Most weeks we will be discussing the case that is assigned for the week during the Elluminate session, and if you never or seldom participate live in these sessions, it will negatively impact your participation grade for the course. In addition to discussing cases during these sessions, we can also discuss homework problems. During the Elluminate sessions the first week, on Sept. 2, I will introduce various features of D2L and the course. Any changes to office hour times during the course will be posted on the message board on the BADM 770 course homepage in D2L.

LEARNING EVALUATION

Individual:	
Class Participation	20%
Midterm	20%
Final	20%
Group	
Assignments	30%
Written Case Analysis	10%
<hr/>	
	100%

- **Individual:**

- **Class Participation:** Class discussions are an integral part of any MBA class that employs the case method for learning material, whether the class is face to-face or online. Each of you has a wealth of knowledge to share with your classmates, and the learning environment will be significantly enhanced if you have the opportunity to learn from each other. Therefore, you must be prepared to participate. In an online course, there are many ways to participate. To be successful, you must interact with your classmates through the discussion board, e-mail, the virtual chatroom and “live chats” in D2L. You also must engage with the content of the course by practicing problems, reading the text and cases, and listening to available lectures. Finally, you should interact with me as well during virtual office hours, phone office hours, live chats, Elluminate sessions and via e-mail.

Readings and Case Discussion: Each week there will be discussion on topics covered in the readings, lecture, and case of the week. Students will be divided up into small discussion groups—consisting of four to five students—in order to discuss a question posed by the instructor. Students will need to post at least one direct response to the instructor’s posting and at least one response to another group member’s response.

When posting in the discussions, each student needs to post at least one substantive response to the question or questions posed by the instructor and then reply substantively to another student’s response. A substantive response is more than simply saying “I agree,” or “I disagree;” rather, it will provide examples, data, or arguments to support the student’s response.

Participation in the discussions is required and will be worth five (5) point, awarded according to this rubric:

Posting a response to instructor's question by Friday @ 11:59 PM CT	1	Point
Substantiveness of initial posting	1	Point
Responding to peer posting	1	Point
Substantiveness of peer posting response	1	Point
Reading all other peer postings	1	Point
TOTAL	5	Points

Discussion participation will be worth a total of one hundred and twenty (120) points (60 points for lecture topics and case topics respectively over 12 weeks from 09/02 to 12/02) and it's worth twelve percent (15%) of your final grade. Discussion participation will be assessed at the conclusion of each discussion topic on the level and quality of participation. In general, feedback and grades will be returned within one week after the conclusion of the discussion topic. Grades and feedback can be found in the Grades section of the course and will be designated by "DW#," where the "#" will be replaced by the week number.

Illuminate discussions will take place on Wednesday evenings from 8:30-10pm CST each week. During weeks when cases are assigned, the Illuminate discussions will focus on the cases, but you may still ask homework questions. During weeks when no cases are assigned, you can feel free to ask homework questions during the Illuminate sessions. During the first week of class, I will provide an introduction to the course during the Illuminate sessions. All Illuminate sessions will be archived for future viewing if you wish.

You need to participate in at least five (5) live Illuminate discussion sessions during weeks when cases are assigned. Quality and quantity of your questions, comments, analyses, etc. will be assessed on a five (5) points scale and will be provided to you within one week after the conclusion of the session. Illuminate discussion participation will be worth five percent (5%) of your final grade. You cannot earn participation points, though, by viewing an archived Illuminate session; you can only earn participation points by participating in the sessions live. **The first Illuminate session will be on Wed., Sept. 2 at 8:30 pm, and the last will be on Wed., Dec. 9 at 8:30 pm.**

Your Illuminate Live! username and password will be sent to you by the USD ITS HELPDESK. To login to Illuminate, go to www.illuminate.com/member.jsp. There is also a link to Illuminate on the lefthand side of the BADM 770 course homepage in D2L. *The username and password that were sent to you are case sensitive.* When you login for office hours live, just click on the BADM 770 session. When you want to view something in Illuminate that has been archived, click the Utilities tab at the top and then the Recordings button. Change the Start Date to the date of the archived session that you wish to view.

- **Exams:** There are two exams in this class, a midterm and a final. The Midterm exam will consist of problems with some multiple choice, true/false, fill-in-the-blank, and short essay questions. All material assigned and presented is eligible for testing on the exam, including information covered in the cases. The final exam will be a case analysis. You will be assigned a case with a set of discussion questions. You'll write a

narrative report address these questions, using similar format specified in the “case analysis report” section of this syllabus. Examinations will be given in D2L, and they will be proctored. Each exam will be 20% of your grade for the course. You will have four (4) hours for each exam.

Each of you must complete the proctor form available at <http://www.usd.edu/continuing-and-distance-education/upload/Proctor-Form.pdf> and turn it in as specified on the form by *September 29, 2009*.

If you do not live in one of the areas listed on the proctor form, then you will need to identify your own proctor, following the guidelines provided on the proctor form. You must make sure the proctor is a professional person such as a librarian, minister, or school superintendent. The proctor is responsible for administering the test. In order to maintain academic integrity and quality in the Internet program, do not submit the name of a relative, close friend, or neighbor. All exams must be taken in a professional setting, not in a private home. You must use the same proctor for both exams.

You will not be permitted to use books, notes, or other materials for these examinations. You will, however, be able to use a formula sheet that I provide for each exam. It would be best to use the same proctor for all exams. **If the proctor form is not returned by September 29, 2009, you will not be able to take the required exams.** Students must submit a separate proctor form for each class they are taking that requires proctored exams. New forms must be submitted each semester.

Since there are only two exams, and the dates have been provided, you will need to take the exams as indicated. Absent emergencies or similar circumstances the failure to give prior notice of your absence will result in a zero for that exam unless arrangements were made **15 days** prior to the first day the exam was available. The final exam will not be available prior to finals week.

- **Group:** Students should form groups of 3 to 4 members and inform the instructor no later than 5:00 pm on Friday, September 4th of whom they will be working with as a group. Students who have not joined a group by then will be randomly assigned to groups by the instructor.
 - **Assignments.** Students working as groups should submit the following seven assignments:

Homework Assignment	Due Date	Grade
1. Financial Analysis for Marketing Decisions	09/22/09	3%
2. Customer Lifetime Value	10/06/09	3%
3. Economic Value to the Customer	10/20/09	3%
4. Product Innovation Identification	11/03/09	3%
5. Simulated Market Test	11/10/09	3%
6. Conjoint Analysis	11/17/09	5%
7. Case Study of an Organization	12/08/09	10%

- **Case Analyses Report.** Group written submission will be required for two (2) cases during the semester. **Cases write-ups will always be due on Tuesday at 9pm and**

should be placed in the D2L DropBox. Discussion will then take place during the Elluminate discussions at 9pm on Monday and Wednesday evenings.

I will be setting up separate discussion threads in D2L for each group to use when working on the case preparation, and the D2L Chat Room is also available for group meetings. With 48 hours notice, we can also request that Elluminate sessions be set up for your group if you desire. You may, of course, collaborate via e-mail as well. The narrative for each written case should be limited to five (5) pages, but the write-up may contain as many exhibits and spreadsheets as deemed appropriate by the group. Electronic copies of the exhibits and spreadsheets along with print outs should be handed in for both group cases via the D2L Dropbox. The basic outline of the case narrative should be organized as follows. Please use headings to separate sections.

<i>Cover page</i>	Title, your name, date, course, etc. (Identify all the group members)
<i>Introduction</i>	<i>Introduction</i> A brief summary of the case - not to exceed one paragraph.
<i>Conclusions</i>	A few paragraphs containing your conclusions and recommendations.
<i>Analysis</i>	The detailed analysis that leads to your conclusions and/or decisions. The idea is to demonstrate why you are correct.
<i>Appendices</i>	Spreadsheets and detailed calculations

- **Peer Evaluation.** Each group member is expected to contribute equally to all group work, and each of you will evaluate the participation of the other members of your group in preparing the homework assignments and case analyses. Evaluations, which will be done individually, are confidential and will be used to adjust individual grades. The exact methodology will be explained at the time of the evaluation; individual grades will be a function of both the group grade **and** peer evaluations. Though a group may earn a grade of 95%, a non-contributing individual in that group can earn a grade of 0%! **There will be no "free rides"!**
- **Feedback:** The instructor will provide feedback to written assignments and exams using the 'leave feedback' function in D2L. Unless notified otherwise, all submitted work will be returned within **two (2) weeks** after due date.

COURSE POLICIES

- **Attendance.** *All students must log into the course in D2L by midnight CST of day three (3) which is September 2, 2009; students who do not log into the course in D2L by midnight on September 2, 2009 will be dropped from the course.* Attendance will be taken each week and is determined by your participation as described above as well as completion of weekly graded homework. You simply must log onto the course each week; preferably several time each week!. If a student is unable to participate in class during a particular week due to an emergency, illness, or work related travel, he or she must notify the instructor prior to the missed week. There is no penalty for a one week absence, but the student is responsible for all material that was covered that week. **The course grade will be reduced two percentage points for each absence in excess of one week.**

- **E-mail Communication:** I will make every effort to respond to all course e-mail sent to me through D2L account within 24 hours Monday-Friday. **You're strongly discouraged to email me through my USD account after school starts on August 31.** I may not be able to respond to e-mail within 24 hours on Saturday and Sunday. Please make every effort to send any questions that you would like answered on a particular week's material before 5pm on Friday. I will use the e-mail function in D2L to communicate course information to you. Please check D2L e-mail at least 2-3 times per week.
- **Late Registration:** If you register late for the course, you will need to complete any assignments you have missed up to the point of registration as soon as possible. If you have any questions, contact your instructor.
- **Instructor Initiated Drop:** The Instructor Initiated Drop will be used if the student has not participated in the course by day 3 which is September 2, 2009, at midnight (CST) and/or does not participate in the course on a weekly basis as specified in the attendance policy.
- **Incomplete Grades:** While every case will be considered on an individual basis, no grades of incomplete will ordinarily be given in this course.
- **Makeup Exams:** Make-up exams will only be given if **I am notified of your absence prior to the day the exam becomes available.** Make-up exams must be completed as soon as possible.
- **Grade Appeals:** All grade appeals must be in writing and submitted to me within one week of the time the graded quiz/case/exam is returned to you. No late appeals will be considered.
- **Honor Code and Ethical Considerations:** Ethical behavior is an important part of the course as it relates to business behavior and as it relates to one's own personal behavior. Students are expected to conduct themselves in an honest, dignified, and professional manner. Such behavior includes respecting the rights, opinions and beliefs of others, as well as the diversity of others. Failure to comply puts you at risk of being removed from the course.
- **Plagiarism and Cheating Policy:** Plagiarism is defined as using the words and/or ideas of another representing them to be your own, without proper credit to the author or source. Plagiarism and cheating indicate a lack of respect for ethical considerations and social responsibilities. These practices will not be tolerated. Plagiarism, either intentional or unintentional, will result in a grade of *zero* for the assignment. Because it is impossible to evaluate a plagiarized paper, no credit can be given. Cheating will result in being dropped from the course with a letter grade of "F."
- **Privacy of Student Records:** The Family Educational Rights and Privacy Act of 1974 (FERPA) provides that each student's educational records remain private. No individual or group outside the educational institution shall have access to nor will the institution (including professors) disclose students' educational records without written consent of the students. Because the professor cannot ensure that the student is the only one with access to the student's email account, grades will not be provided via email. The student may access his/her final grade using WebAdvisor or D2L.
- **Freedom in Learning:** Students are responsible for learning the content of any course of study in which they are enrolled. Under Board of Regents and University policy, student academic performance shall be evaluated solely on an academic basis and students should be free to take reasoned exception to the data or views offered in any course of study. Students who believe that an academic evaluation is unrelated to academic standards but is related instead to judgment of their personal opinion or conduct should contact the dean of the college which offers the class to initiate a review of the evaluation.
- **Special Assistance or Needs:** Any student who feels s/he may need academic accommodations or access accommodations based on the impact of a documented disability should contact and register with Disability Services during the first week of class. Disability Services is the official office to assist students through the process of disability verification and coordination of appropriate and reasonable accommodations. Students currently

registered with Disability Services must obtain a new accommodation memo each semester. For information contact: Ernetta L. Fox, Director, Disability Services, Room 119 Service Center, (605) 677-6389, www.usd.edu/ds; dservices@usd.edu.

- **If your tuition bill is not paid by the due date**, the Registrar **will drop** you from this course. You will not be allowed to re-enter the class until it is offered again. The last day to drop this course without paying for it in full is before 10% completion of the course (September 10, 2009). The last day to drop this course with a "W" is before 75% completion of the course (November 16, 2009). Refer to the USD Office of the Registrar's web site for policy updates. The USD Registrar's office at 605-677-5339 or registrar@usd.edu processes late withdrawals.
- **Important Dates:**
 - 09/10: Last day to withdraw with full refund.
 - 10/23: Midterm of the semester.
 - 11/16: Last day to withdraw with a "W".

PRE-TERM ASSIGNMENT

- Read and study the course outline.
- Email the instructor a recent resume and a professional photo of yourself.
- Identify the top two marketing companies in the world. Prepare one typed page (maximum) on your choices and reasons and be prepared to hand this in. This individual assignment will not be graded, but is required. **Submit to D2L drop box by August 31, 2009.**
- Complete an organizational orientation scale for your current or former firm or business unit (whichever level of analysis makes most sense for you) or an organization with which you are familiar. Use the MARKOR scale found at the end of the syllabus and turn in your results and answers to the following questions:
 - What conclusions do you draw from your analysis?
 - What factors led to this situation?
 - Do you believe that matters will change within the next three years?
 - Why? Or, why not? And How?

This individual assignment will not be graded, but is required. **Submit to D2L drop box by September 4, 2009.**

BADM 770 Tentative Class Schedule

WEEK	DATE	TOPIC	CASE
SECTION 1: MARKETING AND THE FIRM			
1	Sep. 2	Course introduction	
2	Sep. 9	The externally oriented organization and strategic management of markets	Federal Express (B)
SECTION 2: FUNDAMENTAL INSIGHTS FOR STRATEGIC MARKETING			
3	Sep. 16	Competitive insight	American Airlines' Value Pricing (A)
Assignment due: Financial Analysis for Marketing Decisions			
4	Sep. 23	The value of customers	Bankinter
5	Sep. 30	Customer identification and the value to customers	The Medicines Company
Assignment due: Customer Lifetime Value			
6	Oct. 7	Midterm Exam	
SECTION 3: MARKETING IMPERATIVES			
7	Oct. 14	Marketing Objectives and Strategy: Segmentation, Targeting, and Positioning	Aqualisa Quartz
Assignment due: Economic Value to the Customer			
8	Oct. 21	Product Decisions: Systematic Innovation	TBD
9	Oct. 28	Product Decisions: Simulated Market Test	Johnson Wax: Enhance (A)
Assignment due: Product Innovation Identification			
10	Nov. 4	Pricing Strategy	Beauregard Textile Company
Assignment due: Simulated Market Test			
11	Nov. 11	Branding	Rosewood Hotels & Resorts
Assignment due: Conjoint Analysis			
12	Nov. 18	Marketing Communications	Charles Schwab & Co., Inc.
13	Nov. 25	Managing Distribution Channels & Sales Force	Calyx & Corolla
COURSE INTEGRATION			
14	Dec. 2	Integrative Case	Citibank: Launching the Credit Card in Asia Pacific (A)
Assignment due: Case Study of an Organization			
15	Dec. 9	Case Study Presentations and Course Summary	
16	Dec. 15	Final Exam	TBD

Instructions:

1. Reverse code items 3, 5, 11, 12, 13, 18, and 19 by subtracting the figure you circled from 8:
(example: if you gave the item a rating of 2, the score should be $8-2=6$.)

2. Add the scores of items 1 through 6. The total is your **intelligence generation** score:

3. Divide the score by 6 to get a relative score:

4. Add the scores of items 7 through 11. The total is your **intelligence dissemination** score:

5. Divide the score by 5 to get a relative score:

6. Add the scores of items 12 through 20. The total is your **responsiveness** score:

7. Divide the score by 9 to get a relative score:

Questions:

- What conclusions do you draw from your analysis of the organization?
- What factors led to this situation?
- Do you believe that matters will change within the next three years?
- Why? Or, why not? And How?