

Philadelphia University
MB32 Strategic Marketing Management
Tuesday & Thursday; 9:35 AM - 10:50 AM T202; Spring 2002
([Philadelphia University Calendar](#))

PROFESSOR: Lloyd Russow
PHONE: 215-951-2819
E-MAIL: RussowL@PhilaU.edu

OFFICE: Gibbs Hall, Conservatory
FAX: 215.951.2652
HOME PAGE: <http://Ev-In.com>

Course Description:

This is a graduate core course in the MBA program at Philadelphia University. The course allows students to develop skills in dealing with strategic marketing problems found in both profit and nonprofit settings. The focus is on developing a framework for strategic marketing plans with emphasis on consumer and environmental analysis. Market segmentation, product positioning, marketing responsiveness, and competitive reaction will be explored.

Exercises and case studies of firms' activities involving various aspects of marketing such as pricing, outsourcing, and promotion will also be used to enliven text material.

Course Objectives:

The objectives of this graduate course include that you become familiar with the application of marketing concepts. The primary objective is to develop the capabilities necessary to apply marketing theories and concepts to actual situations and current events.

By the end of this class, you should feel comfortable performing the following:

- Defining your organization's mission and goals.
- Identifying organizational growth opportunities and environmental threats.
- Devising and implementing fully integrated strategic marketing plans.

Required Readings:

Strategic Marketing Problems: Cases and Comments (Ninth Edition, 2000) by Roger A. Kerin and Robert A. Peterson, [Prentice Hall](#).

Articles as assigned, occasionally via e-mail. If you do not use a Philadelphia University account, please register for one and have your e-mail redirected.

Recommended Readings:

Faculty teaching this course assume that you understand basic marketing concepts. If marketing terminology is unfamiliar, it makes it difficult to carry on meaningful discussions. So if it has been some time since you took your last marketing course, please get a basic marketing text, like *Marketing Management* (10th/Millennium Edition, 2000) by Philip Kotler; Prentice-Hall. It need not be the most current edition, but it should not be more than 5 or 6 years old because marketing tools have changed significantly in the last few years.

Developments in all facets of business have been changing dramatically in the last decade, perhaps most visibly in the area of marketing. How we collect, process and disseminate data has changed how we perform marketing research. Hardware and software computer advancements have allowed the smallest firms to compete with large multinationals in far-away markets. Distribution and the tracking of products and supplies we distribute is very different from ten years ago. At times, the rate of change seems frighteningly fast. Change takes place daily and weekly, a rate at which no traditional or even electronic text book can keep abreast.

Course assignments will include late-breaking articles and research, but you are also expected to read articles in the popular press. Excellent news sources other than the standard *Business Week*, *Newsweek*, *New York Times*, *Time*, *Wall Street Journal*, and *Washington Post*, include, *The Economist*, *Euromoney*, *Global Business*, *The Financial Times*, trade journals, and association newsletters. Many, if not most of the sources you decide to use are available online.

MB32 Strategic Marketing Management Assignments and Due Dates

Week	Date	Assignment	Discussion Topic
1	1/17	Chapter 1	Introduction; Strategic Marketing Defined
2	1/22-1/24	Chapter 3 and Appendix	How-to-Prepare a Case; Marketing Environment
3	1/29	Chapter 2	Global Environment of Marketing; Financial Aspects of Marketing Mgmt.
	1/31	Exercises 1, 4, 7, 8	
4	2/05	Chapter 4	Opportunity Analysis; Market Research; Marketing Planning & Forecasting
	2/07	Case: Quetzal Collections, Inc.	
5	2/12	Chapter 5	Product Strategies; Brand Management
	2/14	Mini-Case: Manor and P&G	
6	2/19	Chapter 6	Integrated Marketing Communications; Segmentation; Consumer Behavior
	2/21	Case: Drypers Corporation	
7	2/26	Chapter 7	Channel Strategy: Retailing and Wholesaling
	2/28	Mini-Case: Hendison and Chesterton	
8	3/05-3/07	None	Direct Marketing
9	3/19	Chapter 8	Pricing Policies and Strategies
	3/21		
10	3/26	None	Pricing Policies and Strategies; Digital (e)Marketing
	3/28	Case: Augustine Medical, Inc.	
11	4/02	Chapter 9	Digital (e)Marketing
	4/04	Case: Peapod	
12	4/09-4/11	Chapter 10	Promotional Strategy: Advertising, Sales Promotion, Public Relations, Personal Selling, and Sales Force Management
13	4/16-4/18	Chapter 11	Comprehensive Marketing Programs
14	4/23-4/25	Final Case Presentations: CIMA	
15	4/30	Final Case Presentations: CIMA	

FINAL EXAM: May 7

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Grading:

A grade of 'C-' is required to pass this course. Keep in mind though, in order to graduate, your cumulative grade point average (GPA) must be at least a 'B' and you may not have more than two courses with grades below B- (including foundation courses).

Assignment	Percent
Exercises	10
Mini-Cases (each = 5%)	10
Cases (each = 10%)	40
Final Case (CIMA)	20
Final Exam	20
Total	100

A = 93 - 100	B = 83 - 86	C = 73 - 76
A- = 90 - 92	B- = 80 - 82	C- = 70 - 72
B+ = 87 - 89	C+ = 77 - 79	F = 0 - 69

Evaluating Web Sites:

'If it's on the web, it MUST be true'. Don't believe everything you see on the web because ANYONE can post nearly ANYTHING on a web page. Imagine seeing the headline – *Ted Turner discovers rings around the eleventh planet in our solar system!* – It's an impossible headline, if for no other reason that there are not 11 planets (at least not that have been identified). Be careful; investigate the source and don't accept everything at face value. You may wish to refer to the library tutorial on how to find and evaluate Internet resources: "[Finding and Evaluating Information on the Internet](#)".

Citations Are Important For All Assignments:

The appropriate format for references to electronic and print media is essential and will be part of the grade for all written assignments. If you use or reference any work produced by another, you must cite it. Plagiarism will result in a failing grade for the assignment, and possibly the course. The American Psychology Association (APA) style or Modern Language Association of America (MLA) are preferred, but others are acceptable too. If you are not familiar with correct citation format, please refer to the Everything International pages (on the '[Education: Faculty & Students](#)' page) which include links to Internet sources about citations for print and electronic resources.

General Course Policies:

Academic Honesty:

Students are expected to comply with the standards as set forth in the college's student handbook in the preparation of all assignments. In summary, cheating on exams, plagiarism, or claiming another's work as your own in any way will not be tolerated. For a description of what constitutes academic dishonesty and procedures dealing with dishonesty, please see Academic Policies and Procedures in the [Graduate Catalog](#).

Academic dishonesty is unethical and is unfair to you and other students. I realize the extreme pressure that you might face, but pressure does not excuse cheating. I would be happy to assist you with problems, or direct you to those that might be better equipped to do so, prior to an exam or assignment due date.

Attendance & Lateness:

I recognize that business and family obligations must take precedence occasionally. Prolonged illnesses, family or personal problems, or other unforeseen situations, should be brought to my attention as soon as possible. Please be prepared to provide appropriate evidence of excuse.

I understand the difficulty of getting to class on time because of job responsibilities, weather, and other things beyond your control. I expect these occasions to be rare - you accept the responsibility of being on time when you register for class, and hopefully you recognize that late arrivals can be disruptive to the entire class.

There are a number of topics that will be discussed in class that are not covered in the text. This material **will** appear on exams and it is your responsibility to obtain the notes for any classes missed or if you are late for class.

Grading:

Make-up exams will be given for valid excuses. Please contact me prior to an exam or assignment due date if you expect to have some difficulties meeting the requirements. I will be glad to work with you **before** assigned dates. Please do not ask for extra credit assignments. Extra credit assignments amount to preferential treatment for one student and for this reason, requests of this nature will not be considered. One half letter grade will be deducted for each class day assignments are late.

Please have the courtesy to call me if you withdraw from the course. You will receive a grade of WF (0.0 credit) if you do not officially withdraw from class (i.e., you must file an application in the registrar's office).

Communication Skills & Class Participation:

The development of good communication skills is important regardless of future occupation(s). When interviewing, you must explain why you are suited for the position being offered ("sell yourself"). To get that interview, you must present yourself in written form via a resume. Asking for raises, presenting reports, and explaining ideas you would like implemented all require good communication skills, if you are to be successful. Professional behavior is expected.

In general, I expect exciting and original thoughts, and some synthesis of existing ideas from the sources you've selected. As stated in the grading policy, I **do not** expect to see a simple summary or rehash of assigned material. I'll work with you prior to the assignment due date if you are having difficulties. Please ask for help if you need it.

I encourage all students to make use of the resources at the [Learning and Advising Center](#). The writing staff is happy to review assignments with you (please take the assignment guidelines as well as your work), point out common errors, and suggest ways in which you can improve your presentation and make it more powerful. If you choose not to do this before handing in an assignment and your work is poor, I will return it ungraded. It is your responsibility to make the necessary revisions by the next class period. I will not deduct any points from your project or paper during this grace period of one class.

I grade all assignments with these ideas about communication skills in mind. Philadelphia University has an excellent [Learning and Advising Center](#) to assist you. The Center offers students professional assistance and peer tutoring tailored for the individual's needs. Assistance with reading, writing, and study skills, as well as professional help in math and ESL, are a few of the services available. The [Learning and Advising Center](#) is located in Haggard Hall (951-2799 :: Monday, Thursday, and Friday: 9-5 and Tuesday, and Wednesday: 9-7).

Case Assignment Guidelines:

The text and other sources have different recommendations about preparing a case assignment. For example, our text *Strategic Marketing Problems: Cases and Comments* (Ninth Edition, 2000) by Roger A. Kerin and Robert A. Peterson recommend the six-step "DECIDE" methodology on page 51. The authors describe another technique on page 58 (in Exhibit 3.4), and still another in the Appendix. If you refer to other texts, you'll see other techniques. Which should you use? Any one of them is acceptable, but keep in mind that you want the reader to understand the situation, the alternatives and your recommended solution or solutions. If you look past the acronyms, they all have some common elements: (Note: *for mini-cases*, simply focus on the recommendations)

- Briefly describe the events or situation. All contain a brief summary of events that lead one to the realization that some change is in order, or at least that change needs to be evaluated.
- Define the problem. This is perhaps the most difficult and one of the most important elements of case analysis. Declining sales are not a problem, but a symptom of poor product, high price, surly sales staff, downturn in the economy, changing laws, or some thing else. You may need to perform some research to discover the problem, but don't focus on the symptom.
- Describe the alternatives. Usually the alternatives include 1) do something; 2) do nothing. Doing nothing is perfectly legitimate, provided there are strong reasons to 'do nothing'. This is perhaps the lengthiest part of the written assignment. 'Increase the advertising budget' is a poor alternative. The description of the alternatives ought to be specific and should contain the advantages and disadvantages associated with each possibility.
- Make recommendations. These should be reasoned and complete. The recommendations should be one or more those included in the previous section and the reasons you state for making the recommendation should be based upon the information you have presented. The arguments you make for accepting a particular recommendation should be clear and persuasive. If you make assumptions about a firm's financial capacity to take this recommendation it should be a reasonable assumption and you must state what the assumption is and why others should accept it.

Please note that the recommendations are important, but the reasons are even more important. Whether I agree with you, or the actual outcome is the same as your recommendations is less important than the argument you present for accepting the recommendations. Give me a 'silly' or 'wrong' answer, but make your argument convincing, and you will earn an 'A'.

Limit the length of the mini-cases to 2 pages; limit the Quetzal, Drypers, Augustine and Peapod cases to the equivalent of 5 pages (and up to 3 additional pages of appendices). The Cima case may not exceed 10 pages (but you may have up to an additional 5 pages of appendices).

Exercises:

There is one set of exercises at the end of Chapter 2 in the text which you are to complete. Answer the assigned questions. Questions 1,4, and 7 account for 20 percent each, while question 8 accounts for 40 percent of the assignment grade (it's the most difficult). There is no page limit and you may present these as word processed text and tables, as well as spreadsheets. The exercise assignment accounts for 10 percent of the total grade.