Strategic Marketing – Marketing 425
Fall 2022

Section 1      9:25-1040 Beatty 320
Section 2      10:50 – 12:05 Beatty 320

Robert Pitts Ph. D.
Professor of Marketing
Office hours – before class or after class TT please make an appointment
Also available via Zoom scheduled via email

Email pittsr@cofc.edu  Put your full name and class in the subject

The class will follow current CofC Covid policies

Educational Philosophy
“ I hear and I forget,
I see and I remember
I do and I understand”
Confucius, 551-479 BC

Strategic Marketing Catalogue Description

A course for upper-level marketing students that involves them in realistic decision-making environments. The course will include descriptions of actual marketing situations permitting further familiarization with marketing principles and methods as they are employed in various industries.
Prerequisite(s): Senior standing and MKTG 315; Course Frequency: Fall and Spring

Strategic Marketing builds on the managerial concepts and managerial tools from Marketing 315 – Managerial Marketing, marketing required classes and core business courses

COURSE LOGISTICS OVERVIEW: The course is a combination of cxases, reading & discussion with limited lecture.

Strategic Marketing Learning Goals

Students will develop the skills for formulating strategy and an understanding of:
1. A firm's operative environment and how to sustain competitive advantage through marketing activities
2. The generation of superior value for customers and other stakeholders by designing the optimum configuration of the marketing mix
3. The opportunities and risks associated with dynamic and uncertain changes in industry attractiveness and competitive position
4. Translate a strategy into an efficient and effective marketing mix plan (price, product, promotion, and communication), and integrate that strategy into the firm’s overall operating system.
5. Application of metrics to effectively evaluate strategic decisions and tactical implementation
School of Business learning goals also addressed by the course

1. COMMUNICATION SKILLS: Students will demonstrate the ability, via both written and spoken word, to effectively present, critique, and defend ideas in a cogent, persuasive manner.
2. QUANTITATIVE FLUENCY: Students will demonstrate competency in logical reasoning and data analysis skills.
3. GLOBAL AND CIVIC RESPONSIBILITY: Students will be able to identify and define social, ethical, environmental, and economic challenges at local, national and international levels. Students will also be able to integrate knowledge and skills in addressing these issues.
4. INTELLECTUAL INNOVATION AND CREATIVITY: Students will be able to demonstrate their resourcefulness and originality in addressing extemporaneous problems.
5. SYNTHESIS: Students will demonstrate the ability to integrate knowledge from multiple disciplines incorporating learning from both classroom and non-classroom settings in the completion of complex and comprehensive tasks.

The course is built around four principles of marketing strategy.

- All customers are different
- All customers change
- All competitors react
- All resources are limited

Cases, readings, and discussions are used via case analysis of real-world situations to apply these principles to determine the critical success factors to obtain competitive advantage.

Learning Activities

- Extensive reading material including articles & videos
- Limited lecture
- Analysis of Case
- Class discussion
- Learning Exercises
- Examinations
- Marketing Strategy Analysis

Class Materials

Texts
Marketing Strategy 8th Edition - text and selected cases used in class
O. C. Ferrell, Michael Hartline, Bryan W. Hochstein

The online version of this text is available for $40.99 (one semester) from the publisher. [https://www.cengage.com/c/marketing-strategy-8e-ferrell/9780357516300PF/](https://www.cengage.com/c/marketing-strategy-8e-ferrell/9780357516300PF/)
Amazon Kindle version is more expensive, and the new paperback is apx $275! I would not have adopted the text without the e-text version being made available.

**Mastering Strategic Management** – Free book online! Provided via Creative Commons Attribution NonCommercial ShareAlike through the University of Minnesota. Link: https://open.lib.umn.edu/strategicmanagement/

Required chapters are indicated and hot linked in the course schedule on Oaks and below

**Cases** – Course Pack purchased through Harvard Business Press.

Cases will be purchased at https://hbsp.harvard.edu/ - Course pack id on Oaks

Be sure to obtain the supplementary materials along with the case when available – Excel spreadsheets and to check Oaks for additional spreadsheets for the cases.

**Oaks**

Oaks for the course will contain links to readings, case questions to direct discussion and drop box for required submissions.

- Articles for topics on Oaks – Articles will be identified for cases and topics. They should be studied for class discussion and case analysis. They are available online through the library e-journals via Oaks

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### Learning Activities and Evaluation

Cases – The primary learning tool for the course is the examination of a business/marketing case. Cases are a way of gaining experience and using the tools from the text and readings. Your learning experience depends on the effort you expend to understand the case and apply the correct concepts to the situation. Each case is linked to the topic, a text chapter(s) and frequently a video or an article.

Case preparation is necessary for you to participate in case discussion and the in-class learning experience. Readings and cases should be carefully read and prepared for class discussion. We will review each case and the readings in class. You should be prepared to discuss each case and to ask any questions you may have concerning the readings.

Class Discussion - We will discuss cases, course topics and readings, and work through each topic in class, thus attendance and a contribution to class discussion is required. You will receive a grade for your contribution to general class discussion. Students need to make a positive contribution to discussion and must consistently identify themselves in class. While the class will often be divided into discussion groups in class, I can only evaluate your contribution to general discussion.

You will be graded on your contribution to discussion not simply attending class. However, since you must attend to contribute your possible contribution grade will be reduced by a
letter grade per additional absence if you miss more than 2 classes. Exceptions will be made for sickness and other exceptional circumstances.

In Class Discussion Contribution Log
Often some students are making great contributions others are waiting to be called, reluctant to speak or some are simply absent. I want to encourage you to be an active positive contributor to class. The class is built around class discussion.

Starting Tuesday, you are to keep a formal accounting (a log) of your contribution to general class discussion. This is the open discussion, not small group discussion. Keeping a detail log of your work activities is very common in many firms that bill clients by the time spent on activities.

At the end of the semester, you will be given the opportunity to propose a grade for your contribution. There is no positive credit for attendance, it is a contribution grade and obviously if you are not in class (or active Zoom) you cannot contribute. You will submit your log as support for your proposed contribution grade. I will accept or modify your self appraisal and proposal.

See Oaks for the Contribution Log format

Note - It is not my responsibility to call on you for your contribution. It is your responsibility to learn through willing and positive contribution to class discussion.

Written Analysis of Case
A structured analysis of 2 cases will be submitted to Oaks prior to the indicated class. Your submission should take the format of a Memorandum of Consultation Analysis for Management. You must the memo format provided on Oaks as an outline for your analysis. Cases not following the format will not be accepted. This will not only ensure a thorough review, but it is also designed to preclude the plagiarism of already existing case reviews.

- There is zero tolerance for grammatical errors and spelling. I stop reading at 3 errors
- Where indicated you must present financial analysis that supports your recommendations in the Justification section.
  Marketing Metric and Financial Justification must be complete to receive a passing grade on the case. Your financial justification must include
    o An estimated cost for your recommendation(s)
    o Breakeven sales associated with the recommendation’s cost
    o An evaluation of the probability of achieving Breakeven and risk v reward
    o You must include data and detailed computations in the Exhibits to support your justification.

- The memo must be placed in the Oaks drop box prior to class as scheduled. The drop box closes automatically, and late work will not be accepted.
- You must use the memorandum format to receive credit for the work.
- All work will be reviewed with Turnitin.
• Unauthorized use of outside materials or consultation is an honor code violation.

Readings and Supplementary Videos – Supplementary videos and readings linked to the text material and case will be indicated to enhance your learning experiences.

Examinations – Examinations are used to evaluate your mastery of the course material including all course components. All work will be reviewed with Turnitin.

Marketing Strategy Analysis – A key learning activity for the course is the review of the marketing strategy for a publicly traded firm and if appropriate one of its products. Examining a public corporation will ensure access to published industry and corporate data to use in your analysis. However, in general firms have many products so with ample data you may examine the strategy for a product given the firm’s overall marketing strategy. Selecting a firm/product in the news will make your analysis more interesting and provide more data/information. You must, however, be careful of plagiarism and be sure to reference your sources. Also, you will want to carefully evaluate the opinions of others as you gather information for your review.

The firm cannot be one of the firms in a case we will discuss this semester.

Your analysis must follow the template and instructions I will provide. This will not only ensure a thorough review, but it is also designed to preclude the plagiarism of already existing reviews. You will receive specific instructions for components of the review and have workdays during the semester to receive instructions, confer with your professor and work on your review.

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<tr>
<td>Cases Written (2)</td>
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<tr>
<td>MKT Strategy Analysis</td>
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<td>Class Attendance &amp; Discussion Contribution</td>
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Class Procedures and Policies

Communications Protocol: Electronic communications will be used extensively in this course. I have students in multiple classes thus it is important that you put your course number & section in the subject line together with a brief description of the email topic. Please use your CofC email account.

Class attendance and participation: We will discuss course topics and readings, and work through each case in class, thus attendance is expected.

Written Submissions
- There is zero tolerance for grammatical errors and spelling. I stop reading at 3 errors.
- Where indicated you must present financial analysis that supports your responses.
- Submissions must be placed in the Oaks drop box as scheduled. The drop box closes automatically and late work will not be accepted

Academic Honesty Policy - Honesty and ethical behavior are a hallmark of the School of Business education. Students should be aware of the University’s Policy on Academic Honesty, which appears in the Bulletin and the College’s academic honesty policy below or at the College’s website at http://www.cofc.edu/studentaffairs/general_info/studenthandbook.html#honorcode

- It is cheating and a violation of the Honor Code to discuss graded cases with other students or to receive any unauthorized assistance prior to submission.
- It is cheating and a violation of the Honor Code to receive unauthorized assistance with any graded work including the Metrics Quiz and Case Analysis.

Lying, cheating, attempted cheating, and plagiarism are violations of the Honor Code at CofC that, when identified, are investigated. Each instance is examined to determine the degree of deception involved. A student found responsible for academic dishonesty will receive a XF in the course, indicating failure of the course due to academic dishonesty. The student may also be placed on disciplinary probation, suspended (temporary removal) or expelled (permanent removal) from the College by the Honor Board.

Students with Disabilities - If a student in this class has a documented disability and has been approved to receive accommodations through SNAP Services, please feel free to come and discuss this with me.

Make-Up Work and Due Dates - Make-up work is not available to compensate for unexcused absences or low grades. All assignments must be completed on the date specified by the professor and/or stated in the class schedule of this syllabus.

Assignments turned in late will not be accepted - no exception without instructor approval.
Syllabus Statements per the College – Office of the Provost


“Lying, cheating, attempted cheating, and plagiarism are violations of our Honor Code that, when suspected, are investigated. Each incident will be examined to determine the degree of deception involved.

Incidents where the instructor determines the student’s actions are related more to misunderstanding and confusion will be handled by the instructor. The instructor designs an intervention or assigns a grade reduction to help prevent the student from repeating the error. The response is recorded on a form and signed both by the instructor and the student. It is forwarded to the Office of theDean of Students and placed in the student’s file. Cases of suspected academic dishonesty will be reported directly by the instructor and/or others having knowledge of the incident to the Dean of Students. A student found responsible by the Honor Board for academic dishonesty will receive a XXF in the course, indicating failure of the course due to academic dishonesty. This status indicator will appear on the student’s transcript for two years after which the student may petition for the XX to be expunged. The F is permanent.

Students can find the complete Honor Code and all related processes in the Student Handbook at: [http://studentaffairs.cofc.edu/honor-system/studenthandbook/index.php](http://studentaffairs.cofc.edu/honor-system/studenthandbook/index.php).

Disability/Access Statements: The College will make reasonable accommodations for persons with documented disabilities. Students should apply for services at the Center for Disability Services/SNAP located on the first floor of the Lightsey Center, Suite 104. Students approved for accommodations are responsible for notifying me as soon as possible and for contacting me one week before accommodation is needed.

OAKS (for all instructional modalities): OAKS, including Gradebook, will be used for this course throughout the semester to provide the syllabus and class materials and grades for each assignment, which will be regularly posted.

Continuity of Learning (for hybrid classes with face-to-face meetings) Due to social distancing requirements, this class will include a variety of online and technology enhanced components to reinforce continuity of learning for all enrolled students. Before the drop/add deadline, students should decide whether the course plan on the syllabus matches their own circumstances. [followed by instructor’s detailed plan]

Recording of Classes (if via ZOOM): Class sessions may be recorded via both voice and video recording. By attending and remaining in this class, the student consents to being recorded. Recorded class sessions are for instructional use only and may not be shared with anyone who is not enrolled in the class.

Inclement Weather, Pandemic or Substantial Interruption of Instruction: If in-person classes are suspended, faculty will announce to their students a detailed plan for a change in modality to ensure the continuity of learning. All students must have access to a computer equipped with a web camera,
microphone, and Internet access. Resources are available to provide students with these essential tools.

Center for Student Learning: The Center for Student Learning’s (CSL) academic support services provide assistance in study strategies, speaking & writing skills, and course content. Services include tutoring, Supplemental Instruction, study skills appointments, and workshops. Students of all abilities have become more successful using these programs throughout their academic career and the services are available to you at no additional cost. For more information regarding these services please visit the CSL website at http://csl.cofc.edu or call (843) 953-5635.

Mental & Physical Wellbeing: At the college, we take every students’ mental and physical wellbeing seriously. If you find yourself experiencing physical illnesses, please reach out to student health services (843.953.5520). And if you find yourself experiencing any mental health challenges (for example, anxiety, depression, stressful life events, sleep deprivation, and/or loneliness/homesickness) please consider contacting either the Counseling Center (professional counselors at http://counseling.cofc.edu or 843.953.5640 3rd Robert Scott Small Building) or the Students 4 Support (certified volunteers through texting "4support" to 839863, visit http://counseling.cofc.edu/cct/index.php, or meet with them in person 3rd Floor Stern Center). These services are there for you to help you cope with difficulties you may be experiencing and to maintain optimal physical and mental health.

Food & Housing Resources: Many CofC students report experiencing food and housing insecurity. If you are facing challenges in securing food (such as not being able to afford groceries or get sufficient food to eat every day) and housing (such as lacking a safe and stable place to live), please contact the Dean of Students for support (http://studentaffairs.cofc.edu/about/salt.php). Also, you can go to http://studentaffairs.cofc.edu/student-food-housing-insecurity/index.php to learn about food and housing assistance that is available to you. In addition, there are several resources on and off campus to help. You can visit the Cougar Pantry in the Stern Center (2nd floor), a student-run food pantry that provides dry-goods and hygiene products at no charge to any student in need. Please also consider reaching out to Professor ABC if you are comfortable in doing so.

Inclusion: The College of Charleston offers many resources for LGBTQ+ students, faculty and staff along with their allies.

- **Preferred Name and Pronoun Information**
- **On Campus Gender Inclusive facilities**
- **Campus Resources**
- **College of Charleston Reporting Portals**
- **National Resources for Faculty & Staff**
- **GSEC Reports**
- **Documenting LGBTQ Life in the Lowcountry** (CofC Addlestone Library Special Collections Project)
- **College of Charleston Quality Enhancement Plan (QEP)**
- **Articles about CofC and LGBTQ+ Issues**

Statement on "Religious Accommodation for Students" (Faculty/Administration Manual VIII.A.10)

The College of Charleston community is enriched by students of many faiths that have various religious observances, practices, and beliefs. We value student rights and freedoms, including the right of each student to adhere to individual systems of religion. The College prohibits discrimination against any student because of such student’s religious belief or any absence thereof.
The College acknowledges that religious practices differ from tradition to tradition and that the demands of religious observances in some traditions may cause conflicts with student schedules. In affirming this diversity, like many other colleges and universities, the College supports the concept of “reasonable accommodation for religious observance” in regard to class attendance, and the scheduling of examinations and other academic work requirements, unless the accommodation would create an undue hardship on the College. Faculty are required, as part of their responsibility to students and the College, to ascribe to this policy and to ensure its fair and full implementation.

The accommodation request imposes responsibilities and obligations on both the individual requesting the accommodation and the College. Faculty members are expected to reasonably accommodate individual religious practices. Examples of reasonable accommodations for student absences might include: rescheduling of an exam or giving a make-up exam for the student in question; altering the time of a student’s presentation; allowing extra-credit assignments to substitute for missed class work or arranging for an increased flexibility in assignment dates. Regardless of any accommodation that may be granted, students are responsible for satisfying all academic objectives, requirements and prerequisites as defined by the instructor and by the College.