



**Angelo State University · Norris-Vincent College of Business**  
**MKTG 6301 · Marketing Management**  
**Spring 2022—Second 8-Weeks Course Syllabus**

*At Norris-Vincent college of business we aspire to have a significant positive impact on the lives of our students and on the business community in the Concho Valley region.*

**Course Syllabus – March 21, 2022**

**Note:** Students may want to print syllabus to have all key information available off-line

<b>Course Information:</b>	Course Number: <b>MKTG 6301 - Online</b> Course Name: <b>Marketing Management</b> Course Location: Online Asynchronous
<b>Instructor Contact Information:</b>	Name: Dr. Patricia R Malone Title: Professor Telephone: 231 714-7062 (cell) <b>E-mail: <a href="mailto:patricia.malone@angelo.edu">patricia.malone@angelo.edu</a></b> Meeting times by Appointment
<b>Course Dates:</b>	<b>Dates</b> March 21st Through May 14th  <b><i>Note:</i></b> To view information about how to drop this course or to calculate important dates relevant to dropping this course, you can visit: <a href="http://www.angelo.edu/services/registrar%20office/course_drop_provisions.php">http://www.angelo.edu/services/registrar%20office/course_drop_provisions.php</a>  The last day to drop a course in the Spring 2022, second 8-week term with a W on your transcript is April 28th.
<b>Course Prerequisites:</b>	Students are expected to have had some exposure to marketing prior to taking this course either through an undergraduate class or through ASU's approved leveling course for the MBA program (IVY MBA PrepWorks).
<b>Required Texts and Simulation</b>	<ol style="list-style-type: none"> <li><b>HBP Coursepack will be required for the Marketing Simulation Assignment.</b> The coursepack is available for purchase by the student at the link below: <b><a href="https://hbsp.harvard.edu/import/918655">https://hbsp.harvard.edu/import/918655</a></b></li> <li>In addition, the following TEXT published by McGraw Hill will be required: <b>Marketing (Fifteenth Edition) by Roger Kerin and Steven Hartley</b></li> </ol> <p>Along with the textbook, we will use McGraw-Hill's Connect learning system in this course. You may access the course text, exercises, and quizzes by clicking on the links in the modules in Blackboard. If you have not purchased the materials yet, you will have an opportunity to purchase or enter your access code the first time you click on an</p>

	<p>assignment in Blackboard. You can access instructions in Blackboard and through the following link:</p> <p>Connect Student Registration Video with Blackboard  <a href="http://video.mhhe.com/watch/UZnyThhiZgbh3pKQFBiQUZ?">http://video.mhhe.com/watch/UZnyThhiZgbh3pKQFBiQUZ?</a></p> <p>At a minimum you will need to purchase Connect access in order to complete all your assignments for this course. Those assignments will include readings in the text, homework assignments associated with the text, and exams. The Connect system from McGraw-Hill includes both an eBook version of the text along with electronic exams and other tools. It is imperative that students purchase the electronic package of text materials as described above for this course.</p> <p>There is a free “trial” version of Connect and the text available from the publisher. If you decide to sign-up for the trial version, please be aware that you will have to purchase the text package in two weeks’ time. There are no exceptions to this!</p> <p>If you are not familiar with how the SmartBook 2.0 and Connect work, your first task for this class (after reading this syllabus and purchasing the text materials) should be to view this video on Getting Started with Connect and Smart Book 2.0:</p> <p><a href="https://www.youtube.com/watch?v=E85ZXgBw6yQ">https://www.youtube.com/watch?v=E85ZXgBw6yQ</a></p>
<b>Course Description</b>	<p>An analysis of the marketing management process for all types of organizations. Included are the topics of (1) planning marketing activities, (2) directing the implementation of the plans, and (3) controlling marketing plans.</p> <p><b>More about this course:</b>  The American Marketing Association defines marketing as “the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.” This course explores the function and processes of marketing within the larger organization and the context of management decision making. We will spend time learning (and for some of you reviewing) the basics of marketing and marketing strategy—the plans and decisions a marketing manager makes.</p>
<b>Course Communications</b>	<p>Many course communications will be handled through announcements on the course Blackboard page. We can also discuss course matters within the course discussion forums on Blackboard.</p> <p>However, the best way to contact me is via email. I will work hard to return all emails within 24 hours although this may vary occasionally on weekends and during holidays. Emails received on weekends or during holidays will be replied to no later than the following Monday or the next working day in the case of holidays.</p>
<b>ASU MBA Program Learning Goals</b>	<p>LG1: Apply advanced knowledge skills and values to develop integrative solutions to management problems</p> <p>LG2a: Demonstrate effective written communication skills appropriate to business</p> <p>LG2b: Demonstrate knowledge of the global nature of business</p> <p>LG3a: Demonstrate ethical reasoning and awareness appropriate to business decision making, social responsibility and sustainability</p> <p>LG3b: Demonstrate an appreciation for the value of diversity in the workplace</p>

<b>Course Objectives</b>	<p>After completing this course, students should have:</p> <ul style="list-style-type: none"> <li>• An ability to apply advanced knowledge and skills to develop integrative solutions to marketing managerial problems.</li> <li>• An understanding of a consumer-concentric view of marketing and the firm in general.</li> <li>• An appreciation for the impact of marketing—both locally and globally—on management decisions, the organization, and society in general.</li> <li>• The ability to think and decide as a marketing manager would, whether in the marketing field or not.</li> <li>• An appreciation for marketing strategy; and a framework to use when considering marketing decisions.</li> </ul>														
<b>Student Learning Outcomes</b>	<p>After completing this course, you should be able to:</p> <ul style="list-style-type: none"> <li>• Define and explain the practice of marketing and the concept of a consumer-centric view for an organization.</li> <li>• Discuss how marketing fits into the larger organization and be able to use tools from other areas of business (e.g., accounting, finance, and management) to help make better marketing decisions.</li> <li>• Explain the processes of market segmentation, targeting, and positioning.</li> <li>• Identify and describe the elements of the marketing mix and discuss how a marketing manager may use the mix to reach their business objectives.</li> <li>• Identify marketing problems and design possible solutions for such problems.</li> </ul>														
<b>Student Deliverables</b>	<p>Course grades will be based upon a weighted composite of the following:</p> <table border="1"> <thead> <tr> <th>Assignments</th><th>Percentage</th></tr> </thead> <tbody> <tr> <td>Marketing Management Discussion Forum Assignments in Black Board (individual) 6 Discussion Forums @ 5pts each (includes video introduction in Week one)</td><td>25</td></tr> <tr> <td>Marketplace Simulation--Bikes (HBP Coursepack) Report to Executive Board 15pts Cumulative Balanced Scorecard Q3 to Q6 10pts</td><td>25</td></tr> <tr> <td>Topical Briefings: Five short written papers 1-3 pages long. Additional instruction will be posted in Blackboard.</td><td>25</td></tr> <tr> <td>Two Exams Blackboard (50 multiple choice questions) 10 pts each</td><td>20</td></tr> <tr> <td>Reflective Learning Posted Briefing (1-2 page)</td><td>5</td></tr> <tr> <td><b>Total Points</b></td><td><b>100</b></td></tr> </tbody> </table> <p>See assignment section at the end of this syllabus for further discussion. Student Intro Questionnaire is at the very end of this syllabus. Please email by OCT 18<sup>th</sup>.</p>	Assignments	Percentage	Marketing Management Discussion Forum Assignments in Black Board (individual) 6 Discussion Forums @ 5pts each (includes video introduction in Week one)	25	Marketplace Simulation--Bikes (HBP Coursepack) Report to Executive Board 15pts Cumulative Balanced Scorecard Q3 to Q6 10pts	25	Topical Briefings: Five short written papers 1-3 pages long. Additional instruction will be posted in Blackboard.	25	Two Exams Blackboard (50 multiple choice questions) 10 pts each	20	Reflective Learning Posted Briefing (1-2 page)	5	<b>Total Points</b>	<b>100</b>
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<b>Technical Support:</b>	<p>For software, hardware, or Blackboard issues, contact Angelo State IT Service Center Telephone: 325-942-2911 or 1-866-942-2911 E-mail: <a href="mailto:ITsupport@Angelo.edu">ITsupport@Angelo.edu</a></p> <p>You will need to use a computer connected to the internet to complete the readings, and exams for this class. Access to an office productivity package will also be necessary for some assignments. Internet connectivity problems and home computer problems are not considered adequate excuses for missing assigned learning activities.</p>
<b>Academic Support:</b>	<p><b>Library</b> Telephone: 325-942-2222 Library Website: <a href="https://www.angelo.edu/library/">https://www.angelo.edu/library/</a> E-mail: <a href="mailto:library@angelo.edu">library@angelo.edu</a></p>
<b>Student Services Support:</b>	<p><b>Office of Student Affairs</b> Telephone: 325-942-2047 Website: <a href="https://www.angelo.edu/current-students/student-affairs/">https://www.angelo.edu/current-students/student-affairs/</a> Email: <a href="mailto:studentaffairs@ltu.edu">studentaffairs@ltu.edu</a></p>
<b>Course Polices</b>	<p><b>1. Methods of Instruction:</b> Since this course is delivered online, students are responsible for understanding the assignments and learning the material. If questions arise, it is important to ask the instructor immediately for help since many of the tasks build on one another. Course design includes a combination of learning activities to strengthen the academic and professional competence of student's knowledge and skills related to marketing management.</p> <p><b>2. Late Work or Missed Assignments:</b> Readings, discussion forum participation, and written assignments must be completed according to the class schedule. Late work is not generally accepted in this course. Documented medical or personal emergencies resulting in late work will be reviewed on a case-by-case basis.</p> <p><b>3. Extra Credit Work:</b> No extra credit work will be available for students in this class. Students should prepare for exams and assignments to the best of their ability. Attendance, participation, and solid work is expected from all students. However, while I do not offer extra credit work, there may be some chances for bonus points during the term.</p> <p><b>4. Professionalism</b> Students are expected to conduct themselves professionally in all matters related to this class. This means students should prepare all assignments in a professional manner and conduct themselves in a professional manner in class and online (in class-related emails). Inappropriate verbal comments directed toward others in class and/or inappropriate written comments in assignments will not be tolerated.</p> <p>We are all expected to abide by the ASU Norris-Vincent College of Business Code of Ethics Students, faculty, administrators and professional staff of the College of Business should always:</p> <ul style="list-style-type: none"> <li>• Be forthright and truthful in dealings with all stakeholders</li> <li>• Take responsibility for one's actions and decisions</li> <li>• Serve as an example of ethical decision-making and behavior to others</li> <li>• Admit errors when they occur, without trying to conceal them</li> <li>• Respect the basic dignity of others by treating them as one would wish to be treated</li> </ul>

Additional information covering the Student Code of Conduct can be accessed at <https://www.angelo.edu/current-students/student-conduct/>

**5. Class Participation:** Sharing your professional experience will enhance online sessions and is necessary for the practical skills we will apply throughout the semester.

**6. Academic Integrity Guidelines:**

Academic honesty is an important character trait for all students. While students often feel pressure to earn high grades while in school, few employers dwell on a student's grades after graduation. One's honesty is always important to employers, family, and others with whom students eventually come in contact. Students benefit themselves in the long-run when they work honestly, accepting their grades, and avoiding the temptation to cheat or plagiarize.

Components

In all College of Management courses, students are expected to:

- Submit original work done by the student, specifically for the course. This means that it is wrong to submit work done by someone else or to utilize work that a student has done in a prior course.
- Work without assistance from peers or books (unless permitted by the instructor) during examinations. This means that it is unacceptable to copy work from a peer during an exam or to consult material that the instructor has not authorized.
- Cite (in-text) and reference (Reference List) all sources from which the student received help. This means that one's papers must indicate from where quoted or paraphrased material has come using *APA Style – Seventh Edition*.

Students must cite their sources using the publication manual of the ***American Psychological Association (APA) – Seventh Edition*** for information that is not their original thought. Examples of plagiarism are:

- Failure to use quotation marks: All work which is quoted directly from a source should be enclosed in quotation marks and followed by a proper reference giving the exact page or pages from which the quote is taken. Failure to use the quotation marks is plagiarism.
- Failure to document ideas: When a student uses one or more ideas from and/or paraphrases a source, he or she must give the source from which the ideas or paraphrasing were taken.
- Falsifying or inventing sources or page references is plagiarism.
- Cite (that is, reference) all sources. This means that one's papers, **including discussion board**, must indicate from where quoted or paraphrased material has come. In grading written work, it is important for instructors to know which ideas the student's own thoughts are and which are either copied or paraphrased from another source.

**Students caught cheating on homework or exams will be given a grade of zero on the assignment or exam and reported to the university's office of student conduct.**

Homework

In completing homework assignments, instructors expect that students will attempt to solve assigned problems by themselves or, if permitted by the instructor, by a group of students. Normally, instructors allow for general discussion between students about how to solve a problem. In no case, is it acceptable for one student to copy a solution from a peer.

### Term Papers

Students will be assigned short papers and term papers in their ASU coursework. In grading such papers, it is important for instructors to know which ideas the student's own thoughts are and which are either copied or paraphrased from another source. Hence, students must cite their sources using the publication manual of the American Psychological Association (*APA Style – Seventh Edition*).

### Plagiarism

Plagiarism is a serious topic covered in ASU's Academic Integrity policy in the Student Handbook. Plagiarism is the action or practice of taking someone else's work, idea, etc., and passing it off as one's own. Plagiarism is literary theft.

In your work, it is unacceptable to copy word-for-word without quotation marks and the source of the quotation. It is expected that you will summarize or paraphrase ideas giving appropriate credit to the source both in the body of your paper and the reference list.

Material you create for class are subject to be evaluated for originality via Turnitin. Resources to help you understand this policy better are available at the ASU Writing Center.

**Students caught plagiarizing their own or another's work in this class will at a minimum receive a grade of zero on the assignment in question, depending on the extent of the issue, they may also be reported to the university's Office of Student Conduct: Sanctions**

For more information visit Academic Honor Code at <https://www.angelo.edu/forms/pdf/honorcode5.pdf>

**7. Copyright Policy:** Students officially enrolled in this course should make only one printed copy of the given articles and/or chapters. You are expressly prohibited from distributing or reproducing any portion of course readings in printed or electronic form without written permission from the copyright holders or publishers.

**8. Policy on Disabilities:** Angelo State University is committed to the principle that no qualified individual with a disability shall, on the basis of disability, be excluded from participation in or be denied the benefits of the services, programs, or activities of the university, or be subjected to discrimination by the university, as provided by the Americans with Disabilities Act of 1990 (ADA), the Americans with Disabilities Act Amendments Act of 2008 (ADAAA), and subsequent legislation.

Student Disability Services is located in the Office of Student Affairs and is the designated campus department charged with the responsibility of reviewing and authorizing requests for reasonable accommodations based on a disability. It is the student's responsibility to initiate such a request by contacting an employee of the Office of Student Affairs, in the Houston Harte University Center, Room 112, or contacting the department via email at ADA@angelo.edu. For more information about the application process and requirements, visit the Student Disability Services website at [www.angelo.edu/ADA](http://www.angelo.edu/ADA). The employee charged with the responsibility of reviewing and authorizing accommodation requests is Dallas Swafford, Director of Disability Services, Office of Student Affairs, at 325-942-2047 or through email at [dallas.swafford@angelo.edu](mailto:dallas.swafford@angelo.edu) Houston Harte University Center, Room 112.

**9. Policy on Religious Observances:** A student who intends to observe a religious holy day should make that intention known in writing to the instructor prior to the absence.

A student who is absent from classes for the observance of a religious holy day shall be allowed to take an examination or complete an assignment scheduled for that day within a reasonable time after the absence. See ASU Operating Policy 10.19 Student Absence for Observance of Religious Holy Day for more information.

**10. General Policies:** All students are required to follow the policies and procedures presented in these documents:

Angelo State University Student Handbook

Angelo State University Catalog

**Additional Items:**

Email Account: Each student has an ASU email account that you are required to use.

Note that for security reasons, no other email address will be accepted in the RAM/Blackboard System

Online Assignments: Online assignments and deadlines for submission will be reviewed in Blackline and posted in the syllabus.

Communications: For online communications and messages, please plan on logging on two to three times a week.

**Grading Policies**

Grades may consist of exams, discussion assignments and short papers. Grade feedback will be provided in the grade center via Blackboard within one week after the deadlines.

Percentage	Letter Grade
90 and above	A
80 to under 89.9	B
70 to 79.9	C
60.0 to 69.9	D
Under 60	F

**Incomplete as a Course Grade:** The incomplete grade, a grade of I is only given when the student is unable to complete the course because of illness or personal misfortune. An "I" that is not removed before the end of the next long semester automatically becomes an F. To graduate from ASU, a student must complete all I's. Please contact faculty if you have serious illness or a personal misfortune that would keep you from completing course work. Documentation may be required. See ASU Operating Policy 10.11 Grading Procedures for more information.

**Grade Appeal Process:** A student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see Operating Procedure 10.03 at:

**<http://www.angelo.edu/content/files/14196-op-1003-grade-grievance>**.



**Title IX at  
Angelo State  
University**

Angelo State University is committed to providing and strengthening an educational, working, and living environment where students, faculty, staff, and visitors are free from sex discrimination of any kind. The University prohibits discrimination based on sex, which includes pregnancy, sexual orientation, gender identity, and other types of Sexual Misconduct. Sexual Misconduct is a broad term encompassing all forms of gender-based harassment or discrimination including: sexual assault, sex-based discrimination, sexual exploitation, sexual harassment, public indecency, interpersonal violence (domestic violence and/or dating violence), and stalking. As a faculty member, I am a Responsible Employee meaning that I am obligated by law and ASU policy to report any allegations I am notified of to the Office of Title IX Compliance. This is done in order to connect students with resources and options in addressing the allegations reported. As a student, you are encouraged to report any incidents of sexual misconduct directly to ASU's Office of Title IX Compliance and the Title IX Coordinator.

You may do so by contacting:

Michelle Miller, J.D.  
Director of Title IX Compliance / Title IX Coordinator  
Mayer Administration Building, Room 210  
325-942-2022  
[michelle.miller@angelo.edu](mailto:michelle.miller@angelo.edu)

You may also file a report online 24/7 at [www.angelo.edu/incident-form](http://www.angelo.edu/incident-form).

If you are wishing to speak to someone about an incident in confidence you may contact the University Health Clinic at 325-942-2171, Counseling Services at 325-942-2371 or the ASU Crisis Helpline at 325-486-6345.

The Office of Title IX Compliance also provides accommodations related to pregnancy (such as communicating with your professors regarding medically necessary absences, modifications required because of pregnancy, etc.). If you are pregnant and need assistance or accommodations, please contact the Office of Title IX Compliance utilizing the information above. For more information about Title IX in general you may visit [www.angelo.edu/title-ix](http://www.angelo.edu/title-ix).

For more information about resources related to sexual misconduct, Title IX, or Angelo State's policy please visit the Title IX website.



# Course Schedule

<b>Dates</b>	<b>Topics/Readings</b>	<b>Assignments Due</b>
<b>Part 1</b>	<b><u>Initiating the Marketing Process</u></b>	
Week 1 MAR 21	<b>Readings:</b> Chapter 1: Creating Customer Relationships Chapter 2: Developing Marketing Strategies  <b>Marketplace Simulation Round One: Organize the Division</b>	<b>Discussion Forum 1</b> <b>Due:</b> Post in Blackboard Discussion Forum <u>with comments due by Sunday night</u> :  <b>Email</b> Student Introduction Questionnaire to <a href="mailto:patricia.malone@angelo.edu">patricia.malone@angelo.edu</a> on or before March 26th (Questionnaire at the end of syllabus).  <b>Due Topical Brief:</b> Mission Statement by Sunday night at 11:59 PM  <b>Due:</b> Student Intro Video Submission (by Saturday night 3/26 at 11:59PM)  <b>Due:</b> Marketplace Simulation QTR 1 by Sunday morning at 8:00 AM
Week 2 MAR 28	<b>Readings:</b> Chapter 3: Scanning the MKT Environment Chapter 4: Ethical & Social Responsibility  Article: <i>Marketing Analysis Toolkit: Situation Analysis</i> (HBP Coursepack)  <b>Marketplace Simulation Round Two: Go to Test Market</b>	<b>Discussion Forum 2</b> <b>Due:</b> Post in Blackboard Discussion Forum <u>with comments due by Sunday night</u>  <b>Due Topical Brief:</b> MKT Environment Analysis by Sunday night at 11:59 PM  <b>Due:</b> Marketplace Simulation QTR 2 by Sunday morning at 8:00 AM
<b>Part 2</b>	<b><u>Understanding Buyers &amp; Markets</u></b>	
Week 3 APR 4	<b>Readings:</b> Chapter 5: Consumer Behavior Chapter 7: Global Markets  <b>Marketplace Simulation Round Three: Skillful Adjustment</b>	<b>Discussion Forum 3</b> <b>Due:</b> Post in Blackboard Discussion Forum <u>with comments due by Sunday night</u>  <b>Due Topical Brief:</b> by Sunday night 11:59 PM  <b>Due:</b> Marketplace Simulation QTR 3 by Sunday morning at 8:00 AM
<b>Part 3</b>	<b><u>Targeting Marketing Opportunities</u></b>	
Week 4 APR 11	<b>Readings:</b> Chapter 8: Marketing Research Chapter 9: Marketing segmentation, Targeting and Positioning  <b>Marketplace Simulation Four: Expand the Market Offering</b>	<b>No Discussion Forum</b>  <b>Due:</b> Marketplace Simulation QTR 4 by Sunday morning at 8:00 AM
	<b>EXAM ONE: Parts 1-3</b>	<b>Window: APR 14-17</b>

<b>Part 4</b>	<b>Satisfying Marketing Opportunities</b>	
Week 5 APR 18	<b>Readings:</b> Chapter 10: New Product Development Chapter 11: Products, Services & Brands  <b>Marketplace Simulation Round Five: Enhance the Market Offering</b>	<b>Discussion Forum 4</b> <b>Due:</b> Post in Blackboard Discussion Forum <u>with comments due by Sunday night</u>  <b>Due Topical Brief:</b> by Sunday night 11:59 PM  <b>Due:</b> Marketplace Simulation QTR 5 by Sunday morning at 8:00 AM
Week 6 APR 25	<b>Readings:</b> Chapter 15: MKT Channels & Supply Chains Chapter 17: Multichannel Marketing  <b>Marketplace Simulation Round Six: Refine the Marketing Strategy</b>	<b>Discussion Forum 5</b> <b>Due:</b> Post in Blackboard Discussion Forum <u>with comments due by Sunday night</u>  <b>Due Topical Brief:</b> by Sunday night 11:59 PM  <b>Due:</b> Marketplace Simulation QTR 6 by Sunday morning at 8:00 AM
Week 7 MAY 2	<b>Readings:</b> Chapter 18: Marketing Communications Chapter 19: Advertising, Sales Promotion & Public Relations Chapter 20: Social Media & Mobile MKT  <b>Marketplace Simulation: Report to Executive Board</b>	<b>Discussion Forum 6</b> <b>Due:</b> Post in Blackboard Discussion Forum <u>with comments due by Sunday night</u>  <b>Due Report to Executive Board:</b> <i>Marketplace Simulation</i> by Sunday night 11:59 PM
Week 8 May 9	<b>Readings:</b>  Chapter 22: Pulling it all together	<b>No Discussion Forum Due</b>  <b>Due: Reflective Learning Briefing</b> to be posted in Blackboard Discussion Forum and emailed to <a href="mailto:patricia.malone@angelo.edu">patricia.malone@angelo.edu</a> by <b>May 11th</b>
	<b>EXAM TWO: Part 4</b>	<b>Window: MAY 12-14</b>

Syllabus subject to changes. All submissions are due by 11:59pm (midnight) on the assigned due dates unless otherwise noted.

## Description of Assignments

### Assignments

All assignments are to be completed **individually** and posted in Blackboard by the assigned due date. All work should be written in your words with proper in-text citations for paraphrasing and direct quotes (includes page number or paragraph number) to avoid plagiarism. With the exception of Discussion Areas posting assignments, all written assignments are to be completed using MS-Word – double spaced with 12 points font, Times New Roman and one-inch margins. *APA Style* required.

Your written work should be thoughtful and at a level becoming a graduate business student. Specifically, when considering your written works (exams and assignments) the expectation is that you will provide work that:

1. Answers the question asked.
2. Has depth and is meaningful, explaining your thoughts in a clear, concise manner with original thought.
3. Is coherent and free of grammatical and spelling errors, that makes appropriate use of paragraphs—as an effective way of explaining individual thought or point

**Deadlines for all tests and assignments are provided in the course schedule and will be noted in Blackboard; late assignments will not be accepted.**

General assignment feedback will be provided on each assignment prior to the due dates so that all students understand the expectations of the instructor and learning objectives. All grading will be completed within one week of the required due date.

### Readings

The textbook and readings are set up in the Connect system as SmartBook assignments. However, you may use the SmartBook system as you wish, readings and SmartBook scores do not count toward your final grade in the class. This should allow you maximum flexibility in how you like to learn best in terms of textbook readings. If you want to use the SmartBook capabilities, you may do so. However, if you prefer just to read the text and take notes, highlight, etc. in your own personalized manner, you can do that too.

### Topical and Case Briefings

Five Short papers (1-3 pages each) responding to specific topics as well as a short MKT environmental analysis. Specific instructions will be posted in Blackboard no later than the week before the assignment is due. Briefings will be turned in via blackboard by Sunday 11:59 PM of the week the briefing is due. A follow up debrief/wrap up will be posted in Blackboard in the following week. Topical briefs will be graded for completeness, logic, thoughtfulness, and effort.

### Exams

Two exams will be given during the course of the term. Each exam will consist of 50 multiple choice questions. The exams will be open book but must be completed within 75 minutes.

## **HBP Marketplace Simulation Bike Edition**

To be purchased through Harvard Business Publishing. This is a cloud-based application with strong customer support. Start up and run a new marketing division to make carbon fiber bikes using 3D technology. You will complete 6 decision rounds of about 60 minutes each. **This is an individual assignment.** You will compete against the computer. Your grade will be based upon your cumulative marketing performance score generated by the simulation and your Report to the Executive Board. All simulation round decisions to be submitted by Thursday midnight in the week they are due. The Report to the Executive Board is due in week 7 by Thursday 11:59 PM. Your decisions will be debriefed each week following.

### ***Learning Objectives***

The Marketplace simulation is a transformational experience. You will learn what it will be like to compete in the fast-paced, competitive market where customers are demanding, and the competition is working hard to take away your business.

In the Marketplace, you start up and run your own marketing division, struggling with marketing fundamentals and the interplay between product, price, place, promotion, budgets, and financial performance. You are given control of a simulated business and must manage its operations through several decision cycles. Repeatedly, you must analyze the situation, plan a marketing strategy to improve it, select the tactical options to implement that strategy and then execute the strategy and tactics out into the future. You face great uncertainty from the outside environment and from your own decisions. Incrementally, you learn to skillfully adjust your strategy as you discover the nature of your real-life decisions, including the available options, linkages to other parts of the business, conflicts, tradeoffs, and potential outcomes.

The specific goal of the exercise is to develop your marketing management skills by giving you an integrated perspective of the entire marketing operation. In terms of specifics, the exercise can:

- Develop strategic planning and execution skills within a rapidly changing environment
- Crystallize the linkages between marketing decisions and financial performance
- Instill a bottom-line focus and the simultaneous need to deliver customer value
- Internalize how important it is to use market data and competitive signals to adjust the strategic plan and more tightly focus marketing tactics
- Promote better decision-making by helping individuals see how their decisions can affect the performance of marketing activities and the organization as a whole
- Facilitate learning of important marketing concepts, principles, and ways of thinking
- Build confidence through knowledge and experience

### ***Organization of the Exercise***

Each quarter or decision period has a dominant activity and a set of decisions that are linked to it. These dominant activities take you through the product and firm life cycle from introduction, to development, to growth, to near maturity. As you work through your firm's life cycle, we will phase in the disciplinary material as it becomes relevant to the current decisions of the team.

Each quarter's activities not only result in new material being introduced, but also build upon the prior content so that there is considerable repetition. We have found that marketing activities such as value creation in product design, pricing, distribution and sales force management, ad copy design, media planning, budgeting, profit analysis, and strategic planning and management are not easily absorbed. They require repetitive exercise in order to set them into the natural thinking of the students.

## Simulation Grading

Report to Executive Board	15%
Cumulative Balanced Scorecard for Q 3 through Q 6	10%
<hr/>	
<b>Total</b>	<b>25%</b>

## Report

A brief written report regarding your performance and marketing strategy over the course of the last 6 quarters is required at the end of the exercise.

Format: 2 to 4 pages

The Report to the Executive Board should include the following components:

- A. Review your financial and market performance during the first and second year
- B. Highlight the key features of the firm's marketing plan throughout the exercise
  - 1. Brand Strategy
  - 2. Pricing Strategy
  - 3. Advertising Strategy
  - 4. Sales Channel
- C. Assess your current situation and the market (What are your firm's strengths and weaknesses?)
- D. Summarize how you have prepared your firm to compete in the future.
- E. What were the lessons learned?

The communication style should emphasize objectivity and candor.

## Discussion Assignment Forums (DAs 1-6: 5 points each, total of 30 points)

There are **6 DA forums** to be completed during the 8-week course based on the chapter readings. Each student is expected to actively participate in the Discussion Assignment by posting an initial individual post for each forum by Saturday at 11:59 PM and then responding to two other posts by Sunday (11:59 PM) to earn full credit.

**Note:** Week one includes an **introductory video**: tell us a little bit about who you are, your current career, and what you hope to gain from this class. Post is due by March 26<sup>th</sup> (Saturday night) at 11:59PM in the appropriate forum.

Discussion Forum Assignment instructions will be posted each week no later than Saturday of the week the DA Forum is due. This is to allow for building on emerging themes that arise from our weekly readings, discussions, and assignments. Discussion Assignment Debriefs will be posted the week following the Discussion Forum Assignment. Discussion assignments may include additional readings, videos, or other exercises to complete in the upcoming week.

**Note:** After completing the initial post, you will need to check in several times from Saturday to Sunday for choosing & responding to at least one other student' post. In certain occasions, if anyone **questions your initial post**, then you may provide an additional response to support your thought and approach.

In an online course, **DA forums** are critical to engage in on a timely and quality basis. You are responsible for everything that is requested and all the assigned readings. To earn full points here, there needs to be a pattern of responsible involvement in the course and your learning experience. **Self-discipline is vital for successful completion of online learning.** Threaded discussion forums can be both fun and insightful, but each of you must participate to achieve these benefits. Therefore, your **DA forum** grades will reflect the quality, timeliness, and regularity.

**Overall:** Students will be graded for their on-line participation and asked to respond not only to those posts by the instructor but to their peer posts. This will be accomplished each week where the student is to complete the required posting (the homework) and then engage in a threaded discussion **with two other classmate's posting and/or postings that require you to answer someone question about your posting.** Specifically:

- Each student is expected to respond to instructor's or classmates' requests/postings. It is the student's responsibility to check Blackboard on a regular basis (at least two to three times a week).
- To support your postings: articles, websites, blogs, etc., can be attached from a reputable source to support postings when required or seen as helpful. You are also encouraged to post any resources that help inform the weekly topics or the field of marketing and marketing management.
- Quality of posts - when grading a student's posts, the instructor will use the following as a guideline.

Posting Quality Rating	Examples
High	<ul style="list-style-type: none"><li>• Original thoughts not already contained in the threaded discussion</li><li>• Cited examples/ideas from textbook and/or other reputable sources. If found on the Internet – please list the URL that you have referenced</li><li>• Agreement/Another perspective with other postings and including a reason why</li></ul>
Fair	<ul style="list-style-type: none"><li>• Some original thoughts/some repeat of what has already been listed in the threaded discussion.</li></ul>

## Reflective Learning Briefing

**Purpose:** To present your primary learnings and applications of the course as it may relate to your reason(s) to be in this program, and your personal and/or professional learning goals and objectives.

There is a great deal of research that supports *reflecting* on an experience to increase learning. Reflection allows you to take a moment from everything that you are learning and doing by first pausing and then getting curious that is reflecting back to synthesize and assess what has just taken place over the past eight weeks that is important to you! This means what has taken place for you either during our class session or outside of our class session that is influencing what you will do next with your research project, workplace, and life.

For the **Reflective Learning Briefing**, there is no incorrect answer to any of these learning prompts/questions, but it is required you provide well written, reflective answers. You will be graded on your ability to reflectively consider and describe what you learned, how it applies, and want to continue to learn. Citations are required if you need to support your reflection with another's ideas and/or sources especially from our readings. Be concise and clear.

First, define what *Marketing and Marketing Management* means to you, and you may use supporting citations from which you have constructed meaning.

Second, how do the concepts of corporate social responsibility, ethics, and/or sustainability impact marketing at your organization (if employed)? If not employed, why do you think senior leaders need to be aware of these core concepts?

Third, list **three to five** most *valuable learning insights* that serve as your take-aways from this course. These can be insights you gathered from what you read, watched, written, or heard. An insight can be defined as a new "aha" that is a new theory, construct, idea, or practice that is shifting your way of thinking, being, and acting when considering how you will utilize marketing in your personal or professional life. For each insight, explain not only what learning insight and also why this learning holds value for you at this point in your educational experience, career, and/or life. Regarding your career: you might consider sharing how this will add value to your current and/or future position.

Fourth, in your briefing share something you wish to discover more about. What is/are possible resources and/or action items that relate to or extend a topic learned in this course or might connect back to something you just learned in this program How will this resource impact your development in your career?

**Reflective Learning Briefing Posting is due by May 11th by 11:59 PM.** It is 1-2 page posting in Blackboard Discussion Area. Optional to also post as an MS-Word document. You can draw on a variety of sources used during the course that may include your textbook, articles, and online sources

**Points Possible:** 5 points



## **My promise to you ...**

I plan to offer you a valuable learning experience and expect us to work together to achieve this goal. It is important for you as students to know what to expect from me as your instructor:

- I will be available to you via e-mail, text, zoom, and/or phone, and will promptly reply to your messages within 24-48 hours unless traveling out of the country (in this case, I will give you advance noticed – not likely to happen due to COVID-19 right now).
- I will maintain the Blackboard class site with current materials and will resolve any content-related problems promptly as they are reported to me.
- I will send out a weekly announcement as a guide to the upcoming work.
- I will return assignments to you within a week with feedback and feedforward.
- I will hold our personal written or verbal communications in confidence, when required.

As a final note, I believe that the course objectives and deliverables outlined in this syllabus can be best achieved through a collaborative learning environment and effort. I will support your interest and learning by providing foundational and personal knowledge, research work, insights and contacts from a career in private industry and research in organization development, change management, leadership, strategy, and transformation.

Good teachers don't really just teach, they also play a significant role in helping students learn and reach their desired potential. In that sense, a complementary objective of the course is to provide you with an environment that will encourage and reward your efforts while simultaneously maintaining rigorous standards that identify those who are motivated to pursue excellence in their educational journey to lead self and others to create high performance teams and organizations.

In return, you will need to display initiative and teamwork, communicate your learning objectives, and continue in the MBA program from a spirit of self- directed learning and study. By working together this will be a rewarding journey. If any things need clarification, or should special circumstances arise that require my assistance, please contact me so that we may discuss and resolve the matter in a timely fashion.

I look forward to the opportunity to get to know you during the semester. I will be glad to talk with you about any aspect of the course--or for that matter, anything that is on your mind especially as it relates to your development as an effective strategic leader – be the strategist your team and organization needs.

Wishing us a most learningful journey  
~ Dr. Patricia Malone  
231-714-7062

## **Dr. Patricia Malone**

**Transformation, Organizational Development, Strategy and Operational Excellence**



Dr. Patricia Malone is a CPA, CMA and Certified Professional Facilitator. She works primarily with organizations and individuals to help them reach their highest potential through the practices of organizational development, strategy facilitation and deployment, leadership, and operational excellence. She has served as CFO, COO, and SR Transformation leader in both small and large private equity and publicly held organizations and has worked with teams all over the world to develop strategy, streamline and manage business processes, facilitate, and implement lean projects, and create and manage operational excellence programs. Dr. Malone's dissertation research was focused on developing a theory and emergent framework of creating strategic capacity, which is defined as the ability of an organization or individual to obtain their vision, mission, and goals. To that end, she helps individuals and organizations create purpose and meaningful results for positive change. She earned a Doctorate in Business (DBA) from Lawrence Technological Institute, an MBA in Finance and Marketing from The Ohio State University, and a BA in Accounting and Finance from Wright State University. In her free time, she adventures with her husband of 25 years and her two children, bikes, meditates, gardens, and hikes.

## **Student Introduction Questionnaire and Video**

- Complete and email to: [patricia.malone@angelo.edu](mailto:patricia.malone@angelo.edu) by March 27<sup>th</sup> at 11:59 PM
- Video to be posted in Blackboard by March 26th at 11:59 PM

**Name:**

**Geography/Time Zone:**

**Contact Information:**

**Questions:**

1. Why did you decide to earn an MBA degree? What is your area of concentration? How many courses do you have left (not including this one)?
2. What is your undergraduate degree (major, minor, and/or concentration) and where did you achieve it?
3. Please share what you do, your organization, and what you love best about your job? If not working, please share a favorite past position or what you plan to be doing post-MBA?
4. If you are in the management of your organization, what is your level of management (Supervisor, Department Manager, Chief, Officer, Director, etc...)? If you are currently not working – share any past experience in management (if applicable).
5. What is your career dream/goal?
6. Please share any marketing management responsibilities.
7. Have you read anything in the areas of marketing or marketing management? If so, what?
8. List three things you hope to learn as a result of this class:
9. How do you best learn?
10. On a fun-ending note, if you have a completely free weekend, how would you like to spend it?