

**Syllabus and Course Outline**  
**Marketing Strategy (MBA670-50, three credit hours)**  
**University of Indianapolis, Semester I, 2007/2008 (Fall)**

**Mondays 5:45 – 8:45 p.m. (breaks as needed)**

**101 Good Hall**

**Instructor:** Dan Pyle Millar, Ph.D, APR, Fellow PRSA  
President, Millar Communication Strategies, Inc.  
Emeritus Professor of Communication, Indiana State University

Dan P. Millar, Ph.D., APR, Fellow PRSA, serves as President of Millar Communication Strategies (MCSi) in Indianapolis, Indiana. MCSi is an award-winning full-service integrated marketing communication firm serving clients in the U.S. and abroad. Dan has more than 40 years in public relations, marketing, university teaching, research and consulting. Dr. Millar has been a professor of public relations at Central Michigan University, Indiana State University, and adjunct faculty at Butler University, University of Indianapolis and the University of Wyoming. He is past president of the Central States Communication Association, Hoosier Chapter of the Public relations Society of America, and the Indianapolis Chapter of the International Association of Business Communicators. Dan is author or co-author of seven books, four on crisis communication: *Crisis Management and Communication* (1998, 2002), *Planning for Crisis* (2002), and *Responding to Crisis* (2004). The latter received the PRide Award from the Public Relations Division of the National Communication Association. He has served as a Senior Consultant with the Institute for Crisis Management. Central Michigan University-Michigan Bankers' Association School of Banking awarded him its Distinguished Teaching Award in 1982 and Indiana State University awarded him the Caleb Mills Award for Teaching in 2000.

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**No office hours — appointments by arrangement\***

. Office telephone or office e-mail is the best method for reaching the instructor. The home phone is attached to an answering machine, and office e-mail will be checked regularly. A campus mail drop has been assigned in the Graduate Business Programs office (Good Hall, first floor), so that individuals may leave messages. However, the campus mail will only be checked three times per week

**Textbook:** **Marketing Management 12e**  
By Phillip Kotler and Kevin Lane Keller  
*Prentice Hall, 2006*  
ISBN 0-12-145757-B

The text will be supplemented by articles and other materials distributed in class or on Blackboard. The class will also feature guest speakers representing marketing areas of local organizations.

### **Optional Textbook: The Marketing Plan Handbook (2<sup>nd</sup> Edition)**

By Marian Burk Wood

*Prentice Hall, 2005*

ISBN 0-13-148525 – 3

### **Includes Software: Marketing PlanPro 6.0**

This optional text and software walks students through all the steps of developing a marketing plan by asking the key questions required for the final Marketing Plan. The outline summarizing the plan is provided in the regular text, but this software eases the process and reduces the risk. Particularly helpful for any MBA student who will do “real” marketing plans for work.

### **Purpose of the Course**

The course will introduce the student to the basic concepts and principles of marketing and their application. An overarching course objective is to enhance student abilities to cooperate with marketing departments or agencies in their workplace.

### **Nature of the Course**

The course will include a combination of lecture and practical exercises including student presentations. In addition, guest lecturers from appropriate specialty fields will provide for broadened perspectives.

Classroom discussion and books, like road maps, are only models of reality. The best way to experience reality is to become actively engaged in it, as evidenced by the learning pyramid below. As a graduate class, this course was designed to operate at all of the levels of the learning pyramid. Typical undergraduate classes focus on the top elements (reading and lecture), while graduate classes, like this one, focus more on the base levels of the pyramid.



**Source:** *Studies conducted by National Training*

According to the chart, lecture, the top of the pyramid, achieves an average retention rate of 5%. On the opposite end of the scale, the "teach others/immediate use" method achieves an average retention rate of 90%.

## Goals and Objectives

- I. All students receiving a passing grade in the class will be able to demonstrate a clear understanding of the basic process of marketing.
- Students will be able to complete rudimentary marketing research including isolation of segmented audiences or markets.
  - Students will be able to create or analyze a basic marketing plan showing applicable segmented markets, the marketing mix to be used to reach those markets, expected outcomes as a result of the marketing effort and a methodology for evaluation.
  - Students will be able to develop an evaluation tool for a marketing activity.
  - Students will be able to recognize the key differences between marketing strategies.
  - Students will be able to identify basic ethical issues inherent in strategic marketing decisions.
- II. Students will participate in all required activities: What's Important? UptoDate, Case Analyses, Marketing Plan.

## Grades

Letter grades will be awarded on the basis of accumulated scores earned during the semester:

|  |                     |
|--|---------------------|
| 2 exams @ 150 points each  | 300 points          |
| Marketing Plan (Group)   | 250 points          |
| - Two Mid-point submissions of elements of the marketing plan will be submitted and evaluated by the instructor. | 25 points           |
| Marketing Plan PowerPoint  | 50 points           |
| Uptodate (Partners)  | 75 points           |
| Whatsimportant Presentation (Individual)   | 75 points           |
| Case Analysis & Presentation (Trios)   | 125 points          |
| Professionalism: class participation, group contribution, case study discussion, peer evaluations, etc.          | <u>100 points</u>   |
| <b>TOTAL</b>   | <b>1,000 points</b> |

Numerical scores will be given for each assignment with a total of 1,000 points possible for the course. These scores convert to the University of Indianapolis School of Business grading system as illustrated below:

|           |               |       |
|-----------|---------------|-------|
| A         | 940-1000      | = 4.0 |
| A-        | 900-939       | = 3.7 |
| B+        | 875-899       | = 3.3 |
| B         | 840-874       | = 3.0 |
| B-        | 800-839       | = 2.7 |
| C+        | 775-799       | = 2.3 |
| C         | 740 -774      | = 2.0 |
| Below 740 | Failing Grade | = 0.0 |

Work not done on time = 0 points for that assignment.

### **Two Exams (300 points/150 Points Each)**

Exams will be taken individually. Exams will include a mix of short essay, multiple choice, true-false and fill in the blank questions. You will be held responsible for all reading **whether or not we discuss it**. You will also be held responsible for all information discussed in class, handouts **and remarks of guest speakers**. The “Whatsimportant” discussion should assist all of us to focus on the most important material.

Some material on the exams may be new, asking for solutions and thought processes similar to things discussed in class or found in readings. Any student found collaborating or cheating on exams will receive an automatic failing grade on that exam and reported to the Dean, School of Business. **Exams are scheduled on Monday evening October 25, and Monday evening December 10.**

### **Group Marketing Plan (250 points)**

For the second-to-last night of class (December 3), students will present a marketing plan for a “major” organization, but not one listed in the text. The organization may be for-profit or not-for-profit and may be one at which one of the students works. By “major” - is meant an organization that can provide basic sample and research tools such as an annual report, market research, news releases, advertising, articles in the media, etc. This is to be a “real world” plan.

**A one page typed topic proposal is due Monday, September 17.** The proposal should briefly explain what organization and product or service you have selected, why, and what information resources are available to you for completing this project, e.g., what articles, interviews you can obtain, annual reports, etc. Reporting the availability of information sources is very important! Based on this proposal your instructor will accept, reject, or suggest you to modify your project.

To assist in the evaluation and development of the final plan, two dates have been set for pieces of the plan (**25 points**) to be turned in for instructor reaction. The **plan component due dates are: Monday, October 8** – the week before the mid-term, and **Monday, November 12** - three weeks before the entire plan is due. The written plan is due to the instructor during the class Monday, December 3 but an electronic form of the plan should be posted on Blackboard no later than noon on December 3.

Groups of three to four students will be formed by lot during the first night of class, Monday, August 27.

The written plan should be organized in the manner identified in chapter two (2) of the text or in the manner identified with the sample handed out the first night of class. Both methods include the following elements, but are organized in a slightly different way:

- Executive Summary (one page, headings and bullet points)
- Current Marketing Situation (key question as summary statement)

- SWOT Analysis
- Objectives and Issues
- Marketing Strategy (Penetration, Market Development, New Offering, Diversification)
- Action (tactics including marketing/communication mix implementing the strategy)
- Budgets
- Evaluation (with at least one adjustment proposed)

Throughout the paper you need to ensure your plan relates to the material learned in class.

Avoid too large a project. Select a product/service that can be adequately covered in a class team project. For example, to develop a marketing plan for the entire marketing program of Eli Lilly would be too massive, but to develop a specific marketing effort surrounding the introduction of their new insulin product for diabetics in the Indianapolis area would be manageable.

Any supplemental material, e.g. newsletters, pamphlets, etc. are helpful in adding richness to your project. However, keep in mind that the purpose of this assignment is to allow you to use the concepts you will learn in this course and apply them to a real world situation.

The evaluation of your plan will be on the quality of the analysis and the application of relevant concepts. That means you should link your observations to theories you have learned in class or from the textbook. Simply collecting a lot of marketing material does not demonstrate an understanding of marketing and the problem solving aspects of marketing management.

Present your Marketing Plan to your colleagues as a proposal to senior management. **Create a PowerPoint presentation (50 points)** emphasizing the aspects most important to a senior management audience. Post your entire on Blackboard before December 3 so all of us may be familiar with the plan before listening to your PowerPoint presentation. In short, the PowerPoint presentation is a persuasive argument for management to accept the proposal, NOT a summary of the written plan. Another group will act as senior managers responding to the plan and presentation with questions, challenges, suggestions, etc. Every member of the group should be part of the presentation.

The group will be given a single grade for the written paper (250 points) and another for the PowerPoint presentation (50 points) together totaling 350 points. Peer evaluations of each member of the group will contribute to Professionalism score awarded by the instructor.

### **Colleague Case Presentations (125 Points)**

In the middle of the semester (weeks 5, 6, 9, 10 & 12) Case Groups will present a marketing case to their colleagues. Present your case in a 15 – 20 minute “Teaching Exercise.” This may include (but is not limited to): a PowerPoint lecture, lecture and discussion; carefully led group analysis, or other valid teaching methodology. Each case will have a designated set of questions, which must be answered, in writing, by the presenting group. The grade will be based on the written “report” (outline format) and the “teaching exercise.” Each Colleague must participate in the teaching exercise in some way. Peer-review evaluation will influence the Professionalism score.

Assignments are as follows:

|              |                                |
|--------------|--------------------------------|
| Colleagues 1 | Monday, October 1 (Class 5)    |
| Colleagues 2 | Monday, October 8 (Class 6)    |
| Colleagues 3 | Monday, October 29 (Class 9)   |
| Colleagues 4 | Monday, November 5 (Class 10)  |
| Colleagues 5 | Monday, November 19 (Class 12) |

Colleagues will be drawn the first night of class, Monday, August 27.

### **Uptodate PowerPoint (Partners 75 points)**

Beginning the second week of class (September 10), Partners will create a two-page written brief (outline format appropriate) designed to keep the class up-to-date with current marketing practices and issues. Each pair also will present its findings to the class in a **5 - 7 minute** PowerPoint type presentation. The PowerPoint presentations should be between 5 and 10 slides – no more! The topic of your Uptodate should be relevant to the readings assigned for the day of presentation. However, relevance/immediacy/utility to you and the class is a criterion more important than the assigned reading.

Uptodate items may be found in any business or news publication (*Business Week, Fortune, Industry Week, CFO, Barron's, Wall Street Journal, Indianapolis Business Journal, Time, Newsweek*) or on the Internet.

Individuals will draw for Uptodate Partners during the first night of class, Monday, August 27.

### **Whatsimportant (75 points)**

“Whatsimportant” assignments will contribute to class discussion and Professional score on 11 of the 15 class meetings. One or two people will be assigned to recommend, with a rationale, the elements of the assigned reading, handouts, lectures and guest speakers (from the previous evening) thought to be most important to be learned. Whatsimportant is NOT a rehash of the chapter! The purpose is to focus our attention/learning a few (3-4?) concepts that ought to be remembered. Your reasons for selecting the concepts provides the frame for your presentation. Post your remarks (outline format is appropriate) on Blackboard *after* your presentation. The class discussion should give all of us focus on what should be remembered, studied and tested on. “Whatsimportant” assignments will be drawn the first night of class August 27.

### **Individual Professionalism (100 Points)**

The text is the primary basis of class discussion. Read the assignment before coming to class. Knowledge of the reading will improve your understanding of the lecture or discussion and prove useful in tackling case problems. Class participation will be observed and will be considered in the determination of the final grade.

Student attitude, demonstrated ability to work with the group, peer evaluations, enthusiasm, etc. will all be taken into account in this area. Professionals contribute. Laggards don't. Ask, tell, challenge, share. Even if you make a mistake (I know I will!) you will contribute to the class discussion as we correct or massage or encourage.

## Assignment Schedule/Calendar

- Monday, 8/27**  
**Class 1**  
Course Orientation/Overview, marketing defined  
Lecture: *Defining Marketing for the 21<sup>st</sup> Century*  
Reading: Chapter 1  
Activities: Introductions, Case and Case Analysis, drawings for Marketing Plan Groups, Case Colleagues, Whatsimportant evenings, and Uptadate Partners and presentation dates.  
Whatsimport 1 due next week
- Mon. 9/3**  
**Labor No Class**
- Mon. 9/10**  
**Class 2**  
Lecture: *Developing Marketing Strategies and Plans*  
*Gathering Information and Scanning the Environment*  
Reading: Chapters 2, 3  
**Due:** Whatsimportant 1  
Uptadate 1 due next week  
Whatsimportant 2 due next week
- Mon. 9/17**  
**Class 3**  
Lecture: *Conducting Market Research and Forecasting Demand*  
*Creating Customer Value, Satisfaction and Loyalty*  
Reading: Chapters 4, 5  
**Guest lecturer: Amy Curtis-Davidoff, President, MarketVoice Consulting**  
**DUE:** Whatsimportant 2  
**DUE:** Uptadate 1  
**DUE:** Group Case Topic Proposal  
Uptadate 2 due next week  
Whatsimportant 3 due next week
- Mon. 9/24**  
**Class 4**  
Lecture: *Analyzing Consumer Markets; Analyzing Business Markets*  
Reading: Chapters 6, 7  
**Guest Lecturer: Cindy Duran, Vice President, BorshoffJohnsonMatthews**  
**DUE:** Whatsimportant 3  
**DUE:** Uptadate 2  
Uptadate 3 due next week  
Whatsimportant 4 due next week
- Mon. 10/1**  
**Class 5**  
Lecture: *Identifying Market Segments and Targets, Competitors*  
Reading: Chapters 8, 11  
**Guest lecturer: David Shank, President, Shank Public Relations**

**DUE:** Case #1  
**DUE:** Whatsimportant 4  
**DUE:** Uptadate 3  
Case #2 due next week  
Uptadate 4 due next week  
Whatsimportant 5 due next week

**Mon. 10/8**  
Class 6

Lecture: *Creating Brand Equity, Crafting Brand Positioning*  
Reading: Chapters 9, 10  
**Guest lecturer: Michael Snyder, Principal, The MEK Group**  
**DUE:** Marketing Plan Section One  
**DUE:** Whatsimportant 5  
**DUE:** Uptadate 4  
**DUE:** Case #2  
Midterm Review: Chapters 1 - 11, Review lead by Whatsimportant presenters

**Mon. 10/15**  
Class 7

**Mid Term Exam**  
Chapters 1-11 plus accompanying lectures, Curtis-Davidoff, Duran, Shank, Snyder presentations, Case #1 and 2  
Whatsimportant 6 due next week  
Uptadate 5 due next week

**Mon. 10/22**

Lecture: *Integrated Marketing, Managing Mass Communication: Advertising, Public Relations, Direct Marketing*  
Reading: Chapters 17, 18, 19  
**CLASS TONIGHT IN GOOD 105-Recital Hall**  
**Guest Lecturers: Kay Millar, CEO, Millar Communication Strategies Inc., and Matt Millar, Account Manager, Target Software, Inc.**  
**DUE:** Whatsimportant 6  
**DUE:** Uptadate 5  
Case #3 due next week  
Whatsimportant 7 due next week  
Uptadate 6 due next week

**Mon. 10/29**  
Class 9

Lecture: *Developing Pricing Strategies and Programs Designing and Managing Value Networks and Channels*  
Reading: Chapters 14, 15  
**DUE:** Whatsimportant 7  
**DUE:** Uptadate 6  
**DUE:** Case #3  
Whatsimportant 8 due next week  
Uptadate 7 due next week  
Case #4 due next week

- Mon. 11/5**  
**Class 10**  
Lecture: *Managing Retailing, Wholesaling and Logistics*  
Reading: Chapter 16  
**Guest lecturer: David Kiebach, Principal, MDLogistics**  
**DUE:** Whatsimportant 8  
**DUE:** Uptadate 7  
**DUE:** Case #4  
Whatsimportant 9 due next week  
Uptadate 8 due next week
- Mon. 11/12**  
**Class 11**  
Lecture: *Setting Product Strategy*  
Reading: Chapter 12  
**DUE: PLAN COMPONENTS – Section 2**  
**DUE:** Whatsimportant 9  
**DUE:** Uptadate 8  
Whatsimportant 10 due next week  
Uptadate 9 due next week  
Case #5 due next week
- Mon. 11/19**  
**Class 12**  
Lecture: *Introducing New Market Offerings, Tapping into Global Markets*  
Reading: Chapter 20, 21  
**Guest lecturer: Mary Beth Bagg, Ph.D., Registrar, Professor of German and International Business, University of Indianapolis**  
**DUE:** Whatsimportant 10  
**DUE:** Uptadate 9  
**DUE:** Case #5  
Whatsimportant 11 due next week  
Uptadate 10 due next week
- Mon. 11/26**  
**Class 13**  
Lecture: *Managing Services, Managing a Holistic Marketing Organization*  
Reading: Chapters 13, 22  
**Guest Lecturer: Nicole Y. Wood, Communication Director, Damar Services**  
**DUE:** Whatsimportant 11  
**DUE:** Uptadate 10  
Course Evaluation  
Marketing Plans and Presentations Due next week
- Mon. 12/3**  
**Class 14**  
**Group Marketing Plan Presentations**  
Final Exam review  
Reading: Review Entire course emphasis chapters 12-22 plus accompanying lectures, Kay and Matt Millar, Kiebach, Bagg, Wood presentations, Cases #3, 4, 5
- Mon. 12/10**  
**Final Class**  
**Final Exam- Comprehensive, but with emphasis on chapters 12-22 (100 of the 150 points)**