

**Argosy University**  
**COURSE SYLLABUS**

*B6026*

*Marketing Planning & Strategy*

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**Faculty Information**

**Faculty Name:** Dr. Donna M. Schaeffer

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**Short Faculty Bio:** Dr. Donna has taught business and management courses at universities in the United States, Germany, and Korea. She has won awards for outstanding teaching three times in her academic career.

Dr. Donna received her PhD in from the Peter Drucker Center of Claremont Graduate School, and is an alumna of Florida International University and the World Bank Institute.

Throughout her managerial and professional career, Dr. Donna has had the good fortune to work on a variety of interesting projects, in health care, education, and government. She is a member of the Business Advisory Forum at the United Nations (since 2006) and the Internet Advisory Caucus of the U.S. Congress (since 2005).

Dr. Donna has published over 40 articles and book chapters. She is a member of, and has held leadership positions, in several professional and civic associations including the Communications Society, Academy of Management, Alliance of Women in Technology, Decision Sciences Institute, Commonwealth Club, and World Affairs Council.

Dr. Donna spends her time in with family, pets, and friends on the San Francisco Bay and in the nation's Capital, Washington, DC or in the air between those places!

**Course description:** Organizations do not always have a clear understanding of marketing, the components of developing a marketing strategy, and the elements of planning and implementing a marketing plan. This course emphasizes the identification, analysis, and selection of target markets; development and management of product/service lines; pricing; demand analysis and forecasting; distribution systems; and advertising and promotions. Major forces impacting marketing strategy, such as electronic marketing, one-to-one marketing, consumer trends, competition, and regulating forces, are examined. Students diagnose marketing problems, identify opportunities at operational and strategic levels, and develop a marketing plan for their organization or an organization they choose to enhance.

**Course Pre-requisites:** None

**Required Textbook:**

Etzel, M., Walker, B. & Stanton, W. (2007). *Marketing – with CD*. (14/e). McGraw-Hill/Irwin. ISBN: 0-07-325289-1

**Course length:** 7.5 Weeks

**Contact Hours:** 45 Hours

**Credit Value:** 3.0

**Program Outcomes:**

1. Communication
  - 1.1. Oral/Written – Present business information orally and in writing using appropriate technology that is concise, clear, organized, supported, and persuasive in a professional manner appropriate to the business context
2. Critical Thinking/Problem Solving
  - 2.1. Critical Thinking – Incorporate and synthesize information, theory, and practice in order to implement appropriate business actions
  - 2.2. Problem Solving/Decision Making – Given a business situation, diagnose the underlying causes of the situation, evaluate possible solutions, and determine and defend appropriate course of action
  - 2.3. Information Literacy – Access information from a variety of sources, evaluate the credibility of the sources, and apply that information to solve business problems
3. Team
  - 3.1. Leadership – Describe the requirements of team members and leaders to work effectively and creatively in achieving team goals
  - 3.2. Collaboration – Collect, categorize, and consider the views of all stakeholders
4. Ethics
  - 4.1. Ethics – Identify the ethical principles related to personal and corporate behavior in specific business situations and explains the potential consequences
5. Diversity
  - 5.1. Diversity – Identify the impact of both cultural and economic factors on the modern enterprise and explain the potential consequences
6. Analysis/Application
  - 6.1. Applied Technology – Select and defend business technology solutions to typical business problems
  - 6.2. Integration – Describe the interrelationship of the functional business areas of statistics, accounting, finance, marketing, operations, and strategy within the context of specific organizational goals

**Course Objectives:**

1. Identify and apply a variety of marketing management tools, ranging from new product entry strategy, international marketing, product life cycle management, and positioning strategy. (Program Outcomes: 2.1; 2.2; 2.3; 6.1; 6.2)
2. Create and implement an effective marketing strategy.( Program Outcomes: 2.1; 2.2; 2.3; 6.1; 6.2)
3. Identify and analyze the multiple forces impacting marketing (one-to-one marketing, consumer trends, competition, etc.).(Program Outcomes: 2.3; 6.2)
4. Identify, analyze, and select the appropriate target market for a product or service in a specific business situation.(Program Outcomes: 2.3; 6.2)

### Assignment Table

	<b>Topics</b>	<b>Readings</b>	<b>Assignments</b>
<b>1</b>	<ul style="list-style-type: none"> <li>• Overview of Marketing</li> <li>• Marketing Strategy</li> <li>• Overview of a Marketing Plan</li> </ul>	<p><i>Marketing – with CD</i>  <b>Part I: Nature and Scope of Marketing</b></p> <ol style="list-style-type: none"> <li>1. The Field of Marketing</li> <li>2. The Dynamic Marketing Environment</li> <li>3. Global Markets and Marketing</li> </ol>	<p>Answer the following questions and submit via email (The response to each question should be 1 page; total of 3 pages).</p> <ol style="list-style-type: none"> <li>1. Think of the firm for which you last worked. Who were your customers and what did they want? Who were your competitors and how did their actions affect you? What were the company skills that gave your firm a differential advantage?</li> <li>2. Again thinking of the firm for which you last worked. What products or services did you offer customer? At what price(s)? How did you communicate with customers? How did you get your product to customers? How were all these aspects of the marketing mix coordinated?</li> <li>3. What were the differential benefits to customers (including image, reputation, etc.) of your firm’s products or services relative to competition.? Were there any</li> </ol>

			segments of the market that your firm served particularly well?
2	<ul style="list-style-type: none"> <li>• Customers</li> <li>• Market Segmentation</li> <li>• Product Differentiation</li> </ul>	<p><i>Marketing – with CD</i></p> <p><b>Part II: Identifying and Selecting Markets</b></p> <p>4. Consumer Markets and Buying Behavior</p> <p>5. Business Markets and Buying Behavior</p> <p>6. Market Segmentation, Targeting and Positioning</p> <p>7. Marketing Research and Market Information</p>	<p>Answer any three of the following questions and submit via email (The response to each question should be 1 page; total of 3 pages).</p> <p>1. Should all product development be customer-driven?</p> <p>2. Customers buy products that fulfill their needs. Consider laptop computers. What benefits do you derive from your computer? Why did you purchase the brand that you purchased?</p> <p>3. There are many physical aspects of your computer – size, battery characteristics, monitor characteristics, processor, keyboard, etc. How do these physical characteristics deliver the benefits you might want. Think, for example, how your computer helps you at school.</p> <p>4. Think of an example of a product that you now own that does not satisfy your needs. How would you modify that product to serve your needs? Try to come up with suggestions that would not increase the cost (and hence price) of the product.</p>

3	<ul style="list-style-type: none"> <li>• Product Development</li> <li>• Branding</li> </ul>	<p><i>Marketing – with CD</i>  <b>Part III: Product</b></p> <p>8. Product Planning and Development  9. Product-Mix Strategies  10. Brands, Packaging, and Other Product Features  11. Services Marketing</p>	<p>Answer any three of the following questions and submit via email (The response to each question should be 1 page; total of 3 pages).</p> <ol style="list-style-type: none"> <li>1. What is a customer need? What are your needs with respect to coffee makers? Cellular phones? Does the analysis of customer needs apply to services?</li> <li>2. Why do we need a hierarchy of customer needs? How do we assure that the hierarchy represents how customers view the product? What are the dangers if the hierarchy does not represent the customers' perspective?</li> <li>3. What are some ways by which you can measure customer preferences? What are their strengths and its weaknesses?</li> <li>4. Will the market for cell phones saturate? When? Is saturation inevitable, or are there steps you can take if you were a cell phone manufacturer?</li> <li>5. Give a real example of decision framing. Of the compromise effect. Of the managerial relevance of asymmetric dominance.</li> </ol>
4	<ul style="list-style-type: none"> <li>• Service Marketing</li> <li>• Pricing</li> </ul>	<p><i>Marketing – with CD</i>  <b>Part IV: Price</b></p>	<p>Answer any three of the following questions and submit via email (The response to each question</p>

		<p>12. Price Determination 13. Pricing Strategies</p>	<p>should be 1 page; total of 3 pages).</p> <ol style="list-style-type: none"> <li>1. What does economic theory say about pricing in commodity markets? In monopolies?</li> <li>2. How does differentiation relate to pricing?</li> <li>3. How does the “lens” model relate to pricing? Can marketing influence perceived value?</li> <li>4. Do customers care about perceived fairness in pricing? Give an example.</li> <li>5. Mental accounting suggests segregating gains and integrating losses. Give examples from real situations that supplement those given in Thaler.</li> <li>6. How does behavioral decision theory (Simonson article from Session 7, Customers) relate to pricing tactics?</li> </ol>
<p>5</p>	<ul style="list-style-type: none"> <li>• Channels</li> <li>• Personal Selling</li> <li>• Sales Force management</li> <li>• Direct Marketing</li> </ul>	<p><i>Marketing – with CD</i> <b>Part V: Distribution</b></p> <p>14. Channels of Distribution 15. Retailing</p>	<p>Answer any three of the following questions and submit via email (The response to each question should be 1 page; total of 3 pages).</p> <ol style="list-style-type: none"> <li>1. It is a popular belief that if</li> </ol>

		<p>16. Wholesaling and Physical Distribution</p>	<p>we could just cut out the “middle man” we could reduce dramatically the price of a product to the end user. Please comment.</p> <p>2. Why do wholesalers and retailers often carry products from more than one manufacturer?</p> <p>3. How do channels serve the customers? How do they serve suppliers?</p> <p>4. WalMart and Procter and Gamble cooperate on “everyday low prices (EDLP).” That is, rather than running frequent consumer promotions, they offer the same (low) price everyday. Why?</p> <p>5. Why are manufacturers often in conflict with their wholesalers and/or retailers? Is such conflict inevitable? How might you mitigate this conflict?</p>
<p>6</p>	<p>Promotional Strategies</p>	<p><i>Marketing – with CD</i>  <b>Part VI: Promotion</b></p> <p>17. Integrated Marketing Communications  18. Personal Selling and Sales Management  19. Advertising, Sales Promotion, and Public Relations</p>	<p>Answer any three of the following questions and submit via email (The response to each question should be 1 page; total of 3 pages).</p> <p>1. What is the role(s) of advertising? Does it just try to sell product, or are there other intermediate roles?</p> <p>2. When you purchase a product or service, do you consider all the brands that are available?</p>

			<p>How do you choose which brands to consider?</p> <p>3. What makes for good advertising? Select an example to illustrate what you believe to be good advertising. Why is it good? (For simplicity, limit yourself to print advertising that you can share with the class. This does not have to US advertising.)</p> <p>4. Can advertising have subtle, indirect effects? How?</p> <p>5. How might you test advertising?</p>
7	<ul style="list-style-type: none"> <li>International Marketing</li> </ul>	<p><i>Marketing – with CD</i></p> <p><b>Part VII: Managing the Marketing Effort</b></p> <p>20. Strategic Marketing Planning 21. Marketing Implementation and Evaluation 22. Marketing and the Information Economy</p>	<p>What are the three most important lessons that you learned about marketing in this course that will help you as a manager?</p> <p>Your response should be one page per lesson, total of 3 pages.</p>
8	<ul style="list-style-type: none"> <li>Market Planning</li> </ul>		<b>Final paper is due</b>

***Final Paper Guidelines:***

Step 1. Select a firm whose marketing strategy and tactics you will study. This can be the firm for which you have worked, a competitor, or just a firm (or a division of that firm) that you find interesting. This firm can either manufacture products, deliver services, or both. It can be B2C or B2B. You are welcome to select Argosy University MBA program as the topic of this exercise.

Step 2. Identify the firm’s customers. If the firm is large, feel free to narrow the focus to something feasible. For example, if you choose the Argosy MBA program, the customers include the current students (you), alumni of the program, recruiting firms for students, the rest of Argosy, and the general public. If you choose a manufacturing firm, do not forget the channel.

Step 3. Talk to these customers. Pick a few representative customers from two or more categories (for example, end user and channel). If each of you talks to two customers that is enough. You should talk about customer needs, what the firm does well and poorly relative to competition, how the customers gather information, acquire the product or service, etc. **Very important – begin these interviews early. Do not leave them until the last minute.**

Step 4. Answer the following questions based on the information in Step 3. The questions you emphasize will depend, in part, on what you learn in Step 3.

1. Product. How are the firm's products or services perceived? What are their strengths and weaknesses relative to competition from the customers' viewpoint? Are there unmet needs? Are there any opportunities for improvement? Etc.
2. Promotion. How do the customers learn about the firm's products or services? About competitors? What do they think of the firm's communication materials? How would you improve the firm's communication activities?
3. Place. What needs do the channels for this product fulfill? Needs of the customer? Needs of the firm? Is there any conflict in the channel? How would you improve the firm's channel activities?
4. Price. How do the customers (channel) react to the firms' prices? Are there any actions the firm to set its prices consistently with its strategy? Is the firm using any marketing cues or marketing theory to affect customer perceptions of its prices?
5. General Marketing Strategy. What else did you learn from these discussions with customers that can improve the firm's marketing strategy?

Your final paper is a four-to-five-page report. Your report may be in bullet point form. The first page should be a summary of your recommendations and indicate which of the 4 P's (and 5 C's) need to be addressed to improve the firm's marketing strategy. This page should include at least one recommended action in addition to the careful diagnosis of the firms' marketing strategy and tactics.

The addition pages should address each of the 4 P's, any of the 5 C's that you feel are relevant, and the general marketing strategy of the firm. Your emphasis on the 4 P's (and 5 C's) can vary from a sentence or too to a page, depending upon which aspect you feel is key to your recommendations. Use headings to highlight the issues you are answering.

Your format should start with the most obvious points and then work from there. Make sure that you give both the pros and the cons of each recommendation. (After all, if the firm is not already implementing your recommendation, it might have a very good reason for doing so.) You should structure your answers using sub-headings, if necessary, to make it clear that you have used an analytical approach to reach you answers.

It is critical that you tie your answers to the information that you gathered in Step 3. The use of example quotes is often the best way to do this.

## Grading Criteria

*Grading Scale*  
*Grading requirements*

<i>All in</i>	<b>A</b>	100 – 93
	<b>A-</b>	92 – 90
	<b>B+</b>	89 – 88
	<b>B</b>	87 – 83
	<b>B-</b>	82 – 80
	<b>C+</b>	79 – 78
	<b>C</b>	77 – 73
	<b>C-</b>	72 – 70
<b>F</b>	69 and below	
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### **Library resources**

*Argosy University's online collection are available through the Internet. The campus librarian will provide students with links, user IDs, and passwords.*

<i>Weekly Assignments (7 assignments at 10 points each)</i>	<i>70%</i>
<i>Final paper</i>	<i>30%</i>
	<i>100%</i>

**Library Resources:** Argosy University's core online collection features nearly 21,000 full-text journals and electronic books and other content covering all academic subject areas including Business & Economics, Career & General Education, Computers, Engineering & Applied

Science, Humanities, Science, Medicine & Allied Health, and Social & Behavior Sciences.

Many titles are directly accessible through the Online Public Access Catalog at <http://library.argosy.edu>. Detailed descriptions of online resources are located at <http://library.argosy.edu/libweb/resources/>

In addition to online resources, Argosy University's onsite collections contain a wealth of subject-specific research materials searchable in the Online Public Access Catalog. Catalog searching is easily limited to individual campus collections. Alternatively, students can search combined collections of all Argosy University Libraries. Students are encouraged to seek research and reference assistance from campus librarians.

**Information Literacy:** Argosy University's Information Literacy Tutorial was developed to teach students fundamental and transferable research skills. The tutorial consists of five modules where students learn to select sources appropriate for academic-level research, search periodical indexes and search engines, and evaluate and cite information. In the tutorial, students study concepts and practice them through interactions. At the conclusion of each module, they can test their comprehension and receive immediate feedback. Each module takes less than 20 minutes to complete. Please view the tutorial at <http://library.argosy.edu/infolit/>

## Academic Policies

**Academic Dishonesty/Plagiarism:** In an effort to foster a spirit of honesty and integrity during the learning process, Argosy University requires that the submission of all course assignments represent the original work produced by that student. All sources must be documented through

normal scholarly references/citations and all work must be submitted using the *Publication Manual of the American Psychological Association, 5<sup>th</sup> Edition (2001)*. Washington DC: American Psychological Association (APA) format. Please refer to Appendix A in the *Publication Manual of the American Psychological Association, 5<sup>th</sup> Edition* for thesis and paper format. Students are encouraged to purchase this manual (required in some courses) and become familiar with its content as well as consult the Argosy University catalog for further information regarding academic dishonesty and plagiarism.

Scholarly writing: The faculty at Argosy University is dedicated to providing a learning environment that supports scholarly and ethical writing, free from academic dishonesty and plagiarism. This includes the proper and appropriate referencing of all sources. You may be asked to submit your course assignments through “Turnitin,” ([www.turnitin.com](http://www.turnitin.com)), an online resource established to help educators develop writing/research skills and detect potential cases of academic dishonesty. Turnitin compares submitted papers to billions of pages of content and provides a comparison report to your instructor. This comparison detects papers that share common information and duplicative language.

### **Americans with Disabilities Act Policy**

It is the policy of Argosy University to make reasonable accommodations for qualified students with disabilities, in accordance with the Americans with Disabilities Act (ADA). If a student with disabilities needs accommodations, the student must notify the Director of Student Services. Procedures for documenting student disability and the development of reasonable accommodations will be provided to the student upon request.

Students will be notified by the Director of Student Services when each request for accommodation is approved or denied in writing via a designated form. To receive accommodation in class, it is the student’s responsibility to present the form (at his or her discretion) to the instructor. In an effort to protect student privacy, the Department of Student Services will not discuss the accommodation needs of any student with instructors. Faculty may not make accommodations for individuals who have not been approved in this manner.

### **The Argosy University Statement Regarding Diversity**

Argosy University prepares students to serve populations with diverse social, ethnic, economic, and educational experiences. Both the academic and training curricula are designed to provide an environment in which students can develop the skills and attitudes essential to working with people from a wide range of backgrounds.