## MK 615-01 Marketing Strategy Tentative* Schedule
### Winter 2016 - Dr. Buckler
#### Whitfield 508 / Thursdays (1/7 to 3/17) / 6:00 – 9:20 p.m.

**Pre-Assignment:**
Read Monsanto case (p. 339) in Marketing Strategy Text & Cases
Register for MarketShare simulation; see instructions next page.
At least one person in each group will need a laptop – if you have access to one, please bring with you.

### January

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<th>Date</th>
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| 7    | **Attendance is MANDATORY**
Introduction to Course
Small Group/Partner Cases (up to 6) - Assign
Introduction to Marketing Plans / Guests
Set Marketing Plan/Simulation Groups (2-4) – Assign leader for simulation
Introduction to Case Method / Practice Case (Monsanto)
Next Time: Read Section 1 - MarketShare Case in Simulation Manual
Next Time: Complete online MarketShare Quiz (before class, 10 points) |
| 14   | Finalize All Groups
Introduction to Simulation
Simulation Assignments (in class): 1, 3, 4 (5 points each)
Next Time: Simulation Assignments 2, 7 (5 points each) |
| 21   | Discuss Simulation Assignments 1,2,3,4,7
Simulation Assignments (in class): 5, 6 (5 points each)
Simulation 1 Practice (Restart)
Project Topic/Company due in memo form (5 points) |
| 28   | 1 Case Presentation (Written Case Due) / Brief Due
Discuss Simulation Assignments 5,6
Simulation 1 (2 Replays) |

### February

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| 4    | 1 Case Presentation (Written Case Due) / Brief Due
Simulation 2 (2 Replays)
Project Progress Draft (Situation/SWOT Analysis) Due (5 points) |
| 11   | 1 Case Presentation (Written Case Due) / Brief Due
Simulation 3 (2 Replays)
Project Progress Draft (Marketing Goals and Objectives) Due (5 points) |
| 18   | 1 Case Presentation (Written Cases Due) / Brief Due
Simulation 4 (3 Replays)
Project Progress Draft (Marketing Strategy) Due (5 points) |
| 25   | 1 Case Presentation (Written Cases Due) / Brief Due
Simulation 5 (2 Replays)
Project Progress Draft (Marketing Implementation) Due (5 points) |

### March

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| 3    | 1 Case Presentation (Written Cases Due) / Brief Due
Simulation 6 (2 Replays)
Project Progress Draft (Evaluation and Control) Due (5 points) |
| 10   | Course Evaluation |

OVER
Simulation Conclusion / Presentations (2-4)

17  Attendance is MANDATORY
Marketing Plan Presentations (2-4) - Written Portion Due

*Keep abreast of any changes should you miss class. Recall that no more than one (1) absence is allowed. Work due on date assigned. Adjustments may be made due to class size. On case nights, we will work on Marketing Plans if you finish your simulation early. Bring material to work on until 9:00 p.m; this is part of your grade.*
MarketShare Simulation Instructions

Each student must register – the fee is $29.95. See steps 1-4 and additional option below.

1. Watch for your simulation access information email. This will happen several days before class start (but may not be available when you first get access to this syllabus).
   You will receive the following simulation access information in your **AVILA email** from Interpretive Simulations (note: I’ll try to use your non-Avila e-mail if possible for first contact):
   - User ID
   - Password
   - Site URL (http://www.interpretive.com)

2. Register and pay for the simulation.
   Once you have your simulation access information go to [www.interpretive.com](http://www.interpretive.com) to register by entering your User ID and Password where prompted to do so. After logging in, pay your individual license fee to access the simulation. You may choose to purchase the printed version of the student manual.

3. Access the simulation.
   After paying the license fee, you will be able to access the simulation and resources. **Early payment and registration is recommended as all students in a team must have registered and paid before that team can participate in the simulation.**

4. Once you have registered, you will receive:
   - An individual license to use the simulation for the course duration,
   - A PDF of the student manual,
   - Access to the course website to view results and additional online resources,
   - All technical simulation questions submitted online, will be answered by Interpretive within 24 hours. **Note: professor has access to “live” support.**

Students wishing to pay in the bookstore due to financial aid, scholarships, etc. may do so. Simply ask the bookstore staff for the product code/key (just take this syllabus over w/ you). If you have any questions, please let me know ASAP.

**PRACTICE:** The simulation will be set up so you can play/replay the first 2 rounds on your own if you’d like to familiarize yourself (you get 120 replays total for these rounds, and I can reset to give you more). A very common piece of feedback from students at the end of the term is that they wish that they had practiced (more). Although you are not REQUIRED to do anything until class begins on 1/7, I encourage you to take this advice from previous groups. They also say that if you read the case/manual (also on the simulation website) beforehand, that is extremely beneficial as well.
Marketing Strategy MK 615-01  
Winter 2016 Thursdays 6-9:20 p.m.  
Whitfield 508

<table>
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<tr>
<th>PROFESSOR</th>
<th>Dr. Brian Buckler</th>
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<tbody>
<tr>
<td>OFFICE</td>
<td>Whitfield 505D</td>
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<tr>
<td>OFFICE HOURS</td>
<td>Thursdays 4:00 – 6:00</td>
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<tr>
<td>OFFICE PHONE</td>
<td>816.501.3723</td>
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<tr>
<td>BUSINESS &amp; ECONOMICS OFFICE</td>
<td>816.501.3720</td>
</tr>
<tr>
<td>E-Mail</td>
<td><a href="mailto:Brian.Buckler@Avila.edu">Brian.Buckler@Avila.edu</a></td>
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</tbody>
</table>

TEXT:  

*MarketShare by Interpretive Solutions [www.interpretive.com](http://www.interpretive.com)*; see previous page.  
Also available (code key) in Avila Bookstore.

COURSE OBJECTIVES:  
To analyze problems associated with the development, execution, evaluation and redirection of marketing programs, plans and strategies in a wide range of organizations. This analysis will utilize the growing importance and usage of Internet marketing. The main objective of the course is the completion of a marketing plan as a trimester project.

The exercise requires the student to have a firm grasp of the all the components of the marketing system in particular and the problem-solving process in general.

Prerequisite: MK 610 and EC 501 or equivalents.
ATTENDANCE: Unexcused absences will result in zero points for that particular exercise. Excused absences must be approved by the instructor and documentation may be required. Quizzes may be given periodically to insure attendance. Generally no more than one absence is allowed. Work is due on night of class when assigned.

First/last nights of class are MANDATORY.

TECHNOLOGY: Professional courtesy is required for phones, tablets, laptops. No texting in class. No internet during lecture/cases. Internet usage restricted to project research or e-mail.

METHOD OF INSTRUCTION: Presentations, group work, written cases, videos, class discussion, some lecture.

GRADE DETERMINATION: Marketing Plan* (Group) 100
Progress/Assignments/Quizzes 50 (up to)
Cases (Individual/Small Group)*100
Marketing Simulation* (Group) 100
Briefs of Cases 10 (each)
Participation/Peer Evaluations 50 (25 each)
* Paper and PowerPoint Presentation (total)

GRADING SCALE: The grading scale (%) is:

90-100 = A  80-89 = B  70-79 = C  60-69 = D  
< 60 = F

(Note: < 70 results is not a passing grade for MBA students)

MAKE-UP WORK: No make-ups of any type will be given until the student has had a conference with me.
At that time, we will discuss the reason for the absence, and I will determine if make-up is allowed. A written/documentied excuse may be required. Depending on class size, we may have “freebies” on case briefs. These should be used to manage any time missed. That is, you must attend class to get case credit unless I have specifically allowed otherwise.

**11 Sessions**

The MBA program guarantees 11 sessions for each course. If for any reason we miss a regularly scheduled class, we will meet Friday of that same week, same time and place unless notified otherwise. First and last sessions are MANDATORY. If you miss more than two class periods, you may be asked to retake the course.

**CHEATING/ PLAGIARISM:**

Any incident of cheating in any form (including plagiarism) will result in the student being referred to the appropriate authorities for academic action and may result in failure of the course or a lesser sanction.

**DISABILITY SERVICES:**

Please make arrangements to visit with me ASAP so I can do my best to work with you. Learning & Disability Services: (816) 501-3670

**FINAL EXAM:**

We will be presenting and handing in Marketing Plan Projects during the final exam period. Attendance during the final period is MANDATORY. Failure to attend may result in a failing grade on your trimester project and/or presentation.

Final Period is 3/17, Regular Time & Place

**Participation /**

Participation is critical to this course,
Peer Evaluations: and each student will be evaluated both by the instructor and by his/her peers. Forms detailing the procedures will be handed out at the beginning of the trimester.

CASE PRESENTATIONS:

As an individual or perhaps with a partner / small group (depending on class size) you will be responsible for presenting a case from the Ferrell & Hartline book. We will make case assignments during the first week of class.

You will present the case via the case method. I will teach you what the “case method” means. You will bring in any additional information you feel necessary to create an effective oral and visual presentation. You will be “leading” the class through the case. With time allowed for class discussion/questions, the presentations will be about 30 minutes. PowerPoint required.

BRIEFS:

When you are NOT presenting, you will prepare a case brief. As part of your participation grade for the semester, you must be prepared to discuss the cases.

Note: these are due on the night they are presented. You MUST be present to receive points unless I have otherwise specifically allowed. Depending on class size, you may be able to use a “freebie” (below).

Instructions:

1. A 3 - 5 page brief of the case being presented. The briefs are simply (very) condensed versions of the case (much like an executive summary). In other words, you must include all the parts of a proper case analysis. Each brief is worth 5 points and will be graded according to the following guidelines: 10(excellent) 9(superior) 8(average) 7(inferior) 6(unacceptable) 0 (missing).
**Case Tips/Practical Matters:**

1. Number of briefs required will be announced on first night of class. You will not hand in for the case you present. The mock case does not count toward this requirement. I’ll also announce whether we have a freebie; if so, – you will not have to prepare a brief for that case.

2. Sometimes you will be examining empirical data for your presentations. For obvious reasons, your classmates and I may not have the same figures. The important issue is to walk us through your logic. In these cases, visual aids will be very important. Furthermore, it will be necessary to “lecture” more on these questions and to encourage class participation more on others.

3. On the case briefs, clear and concise is best. The purpose of the briefs is simply to ensure you have read the cases and are able to participate in class.

4. Samples of individual cases are available in my office; I will post a sample brief on Canvas. We will walk through an entire case during the first part of the trimester (in class).
1. Form groups with instructor’s approval (likely 3-4 students); determined by class size.

2. As a group, select a product you will be expected to develop a comprehensive marketing plan for a product (good or service) that your “company” has decided to manufacture/offer and market. The product or service you choose may be:

(a) Something that is totally new to the marketplace (i.e. you are seriously considering starting your own business); or

(b) Something that is already being sold on the market. Many of the “new” products that firms decide to market are actually very similar, if not identical, to what some other firm is already marketing.

(c) Advice: Find a small local business that would be interested in having you develop a marketing plan for them. The creation of a marketing plan for businesses that produce and/or market goods are generally more straightforward than for services firms.

3. Narrow the focus as much as necessary. You should consider that you are doing this entire project under the premise that you are a marketer looking for opportunities to explore. I will need to approve your final selection/topic.

4. This will all be secondary research. You do NOT have to survey anyone (however, you may do a survey if you wish). I expect at least TEN (10) external sources. Interviews count as sources.

5. Your job is to write a marketing plan for a group of non-marketing people (potential readers of your report). If you wish to attempt another format, please consult me. It is absolutely essential that this not be a book report of what the firm currently does. Rather, this is your plan for what improvements need to be done!

6. TEXT & SOFTWARE:

Your case textbook includes a detailed Appendix (p. 547) w/ Marketing Plan worksheets. The worksheets are also available in Microsoft Word templates at your book’s website [http://www.cengagebrain.com/shop/isbn/9781285073040](http://www.cengagebrain.com/shop/isbn/9781285073040) as well as on Canvas. Therefore, a lot of the paper writing drudgery is removed. Your job is to create ideas, not spend time on busywork!

The worksheets and templates actually walk you through the step-by-step process of creating the marketing plan. Therefore, this syllabus is relatively brief. I have samples to show you, and one is contained in your book and/or on Canvas.

7. PRACTICAL MATTERS:
a. Page limit - please try to keep the body of the report as concise and clear as possible. We can work on this together as the project progresses. (No limit on appendices)
b. Copied on nice pager
c. Spiral bound
d. Must have good visuals (your choice of pictures, charts, graphs, etc.)
e. No typos, grammar or syntax errors, etc.! Proof carefully.
f. I have several samples of past projects (but slightly different format). I encourage you to browse through them and get started early.
g. Include cover page, table of contents w/ page numbers, executive summary (overview of whole paper), works cited, appendices, grade agreement sheet w/ signatures, PowerPoint summary.

8. EVALUATION:

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<th>Points</th>
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* Time limit: 30 minutes. Do not achieve this at the cost of thoroughness. You must hand in all visual aids. PowerPoint presentation is required.

* No page maximum or minimum; be as concise as possible (but, NOT at the at the cost of thoroughness).

This is to some degree a self-guided project. However, I will be happy to assist you outside of class (or when we have free time remaining at the end of each class) in any way possible. Just e-mail, call or stop by.

Good Luck!!
Case

Presenter(s)

Date

**Written Portion:**

Did the situation audit provide an overview of the case? 1 2 3 4 5
Was the situation audit thorough? 1 2 3 4 5
Did the situation audit lead to the problem statement? 1 2 3 4 5
Was the problem statement clear? 1 2 3 4 5
Was the set of alternatives comprehensive and mutually exclusive? 1 2 3 4 5
Did the alternatives address the problem? 1 2 3 4 5
Was the set of decision criteria comprehensive? 1 2 3 4 5
Was the analysis thorough and clear? 1 2 3 4 5
Did the presenter offer appropriate and persuasive financial analysis (or consideration) to support key points? 1 2 3 4 5
Was the alternative selected reasonable? 1 2 3 4 5
Did the presenter offer a reasonable implementation plan? 1 2 3 4 5
Did the presenter include an epilogue? 1 2 3 4 5

**Oral Portion:**

Did the presenter involve the class in their presentation? 1 2 3 4 5
Quality PowerPoint? 1 2 3 4 5
Was the presentation engaging and proper length (about 30 minutes)? 1 2 3 4 5

**Comments:**
The grades for each group simulation will be based on the following criteria. Oral and written components will be worth 25 points each; performance will be worth 50 points. Total points toward semester grade: 100. All members of each group will receive the same grade.

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**PERFORMANCE EVALUATION**: 50 points

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**Note:** Performance evaluation points are based on cumulative net income from the simulation (all six regular periods). Points are calculated as 50 for first place, 47 for second, 43 for third and 40 for fourth.

**Oral**: 30 minute time limit

Comments:
WRITTEN PORTION: ADVICE TO NEW MANAGEMENT

During your tenure managing Allstar’s OTC cold medicine brands, you have undoubtedly grown in your knowledge of the industry, refined your strategy, and gained some insights with regard to implementation. In a two-page memo, please pass on to your successors what you consider the most important advice.

This should include (but is not limited to) the following:
1. Your original marketing plan and any changes to it
2. What you consider to be key success factors for Allstar Brands going forward
3. Insights on the 4Ps
   a. Product: What would you like to see as your next new product introduction (in the context of OTC cold remedies).
   b. Price: Pricing policy and rationale
   c. Promotion: Insights on message content and promotional vehicles
   d. Place: What you found were the best methods to motivate your channel partners to improve measures such as shelf space.
4. Advice on how best to organize the new management team

ORAL PORTION: FINAL PRESENTATION

The final presentation is an opportunity for you to reflect on the MarketShare experience and compare your plans and outcomes with others in the class. Because we have limited time, you’ll need to present only the most important aspects of your experience. Presentation should be prepared in PowerPoint and will be presented to the entire class. You may cut and paste from the written portion as you see fit.

Please keep the presentation to about 20-30 minutes. Everyone must speak and the following points must be covered (though you can add more if you wish):

1. Highlights of your marketing plan
2. Your firm’s performance objectives and actual performance
3. Key success factors in MarketShare
4. How you left the company positioned for the future
5. Important “take-aways” from the simulation experience

I have samples to share with you. But, since we are fairly new to this simulation, you have some latitude in layout/structure.
Name: ____________________________

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<th>Always 5</th>
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<th>Often 3</th>
<th>Sometimes 2</th>
<th>Rarely 1</th>
<th>Never 0</th>
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<td>Is prepared for class discussion</td>
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<td>Contributes at graduate level to discussion</td>
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Total _______

Additional Comments:

Note: You may be given this report for progress feedback around midterms in addition to “for points” for the final grade.
**MK 615**  
Peer Evaluation (Simulation & Marketing Plan)

Student: ________________________________

Evaluator: ________________________________  
(print name)

Evaluator signature: ________________________________

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<table>
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<tr>
<th>Item</th>
<th>Always 5</th>
<th>Usually 4</th>
<th>Often 3</th>
<th>Sometimes 2</th>
<th>Rarely 1</th>
<th>Never 0</th>
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<tbody>
<tr>
<td>Attends scheduled meetings – including class time allowed</td>
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<td>Is prepared for / participates in scheduled group meetings</td>
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<td>Is reliable / dependable</td>
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<td>Does quality work</td>
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Total ________

Additional Comments:

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Note: You may be given this report for progress feedback around midterms in addition to “for points” for the final grade.

**COURSE OUTCOMES:**
1. Students will understand the role of promotion in the marketing mix. (Assessment: promotion is a component of the marketing plan, many of the individual cases, and the marketing simulation).

2. Students will develop an understanding of the significance of marketing decision making. (Assessment: trimester project, individual cases the marketing simulation).

3. Students will identify the relationship between marketing and other business functions. (Assessment: marketing plan, individual cases, marketing simulation).

4. Via the case method, students will analyze, evaluate and critique a variety of problem-solving situations encountered in marketing management. They will learn to effectively and efficiently organize the information to evaluate and formulate alternative strategies, and to select the most appropriate strategy. This strategy will be justified both orally and in writing. (Assessment: marketing plan, individual cases, and marketing simulation).

**MBA OUTCOMES:**

1. Demonstrate the ability to communicate professionally in an organizational setting via written, oral and technological means. (Analysis: students are required to write and present cases, marketing plans, and the results of the simulation.)

2. Formulate and solve problems through systematic analysis. (Analysis: the course requires case analysis, marketing plans and a number-crunching simulation.)

3. Understand the effects of globalization on business operations. (Analysis: a number of cases are for international companies.)
You will NOT have to do a complete financial analysis

You will take a financial analysis (case course) here at Avila

However, part of your grade is to consider the financial implications of the problems/alternatives you identify as well as the implementation of your recommendations.

If your case offers financial data, I expect you to make some use of it.

**Purpose of Using the Case Method**

As real-world as you can get in class (along w/ Marketing Plans).

It links class to the real world - most of the cases are real-world situations.

To help you learn to think in new ways.

**The Case Method**

*Active participation* - part of your grade is involving class members and being involved in their presentations.

*Interaction* - I encourage you to talk amongst yourselves outside of class, even though you will be presenting the cases individually.

*Critical Evaluation* - need to get used to offering peers constructive criticism and accepting theirs. Again, a real world issue.

*Effective Communication* - this is a very reading and writing intensive course without a lot of lecture. It is the capstone of the Marketing concentration. These are the skills that employers often find lacking.
GUIDE TO CASE ANALYSIS

Tips

Skim the first time to get familiar, look for main issues, etc.

Prepare an outline - you know what the main parts are. Attempt to fill in the blanks. This will get easier as time progresses and you get the “hang of it”.

Analyze the details (including financials).

Get feedback from classmates/study partners.

Anticipate what criticism is likely to be.

Write it up with audience in mind.

Parts

Situation Audit

Problem/Decision Statement

Identification of Alternatives

Criteria to Evaluate Alternatives

Analysis of Alternatives by Evaluative Criteria

Recommendations & Implementation

CASE OUTLINE (this will be modified for each case)

Situation Audit

SWOT - strengths, weaknesses, opportunities, threats

Part of this analysis may be financial.

Problem/Decision Statement
Very difficult part, but short.

Make sure you are discussing the root problem, not any of a number of symptoms.

Actually state the problem in one sentence at the end of this section.

**Identification of Alternatives**

There is usually more than one way to handle a problem.

Brainstorm to come up with possible solutions to the problem identified.

Keep the list reasonably short.

**Evaluative Criteria**

What criteria will you use to evaluate these alternatives?

Prepare a list of the ways you wish to differentiate and evaluate them.

**Analysis**

This is the comparison/evaluation of each alternative by each criterion.

You may wish to create table as in your sample hand out. This will help you organize your thoughts. However, do NOT rely solely on the numbers that fall out at the bottom (totals). This implies that your relative weights are perfect.

Give much thought both to your relative weights and how each alternative rates on each.

**Recommendations**

First, you need to addresses specifically WHAT you feel needs to be done. Don’t just restate your analysis section.

The Ws: who, what, where and when.

Financial issues w/respect to implementation. Prepare a preliminary budget - at the very least provide a discussion of anticipated budget issues.

**Writing the Report**
I will give you a sample SWOT/Brief and have LOTS of sample cases in my office.

Include a Table of Contents, Executive Summary, and Appendices as necessary. These do not count toward your page limit.