

LSC Use Only No:	LSC Action-Date:	UWUCC USE Only No.	UWUCC Action-Date:	Senate Action Date:
		11-646	AP-01/26/12	App-2/21/12

Curriculum Proposal Cover Sheet - University-Wide Undergraduate Curriculum Committee

Contact Person Dr. Framarz Byramjee or Dr. Parimal Bhagat	Email Address <u>byramjee@iup.edu</u> or <u>bhagat@iup.edu</u>
Proposing Department/Unit Marketing (Eberly College of Business)	Phone 724-357-1364

Check all appropriate lines and complete information as requested. Use a separate cover sheet for each course proposal and for each program proposal.

1. Course Proposals (check all that apply)

New Course Course Prefix Change Course Deletion

Course Revision Course Number and/or Title Change Catalog Description Change

<i>Current Course prefix, number and full title</i>	<i>Proposed course prefix, number and full title, if changing</i>
	MKTG 450/550 Marketing Strategy (dual-listed)

2. Additional Course Designations: check if appropriate

This course is also proposed as a Liberal Studies Course. Other: (e.g., Women's Studies, Pan-African)

This course is also proposed as an Honors College Course.

3. Program Proposals

New Degree Program Program Title Change Other

New Minor Program New Track

Catalog Description Change Program Revision

<i>Current program name</i>	<i>Proposed program name, if changing</i>

4. Approvals		Date
Department Curriculum Committee Chair(s)	<i>F. Byramjee</i>	11/01/2011
Department Chair(s)	<i>P. Bhagat</i>	11/01/11
College Curriculum Committee Chair	<i>C. ...</i>	11/14/11
College Dean	<i>M. ...</i>	11/18/2011
Director of Liberal Studies *		
Director of Honors College *		
Provost *		
Additional signatures as appropriate: (include title)		
UWUCC Co-Chairs	<i>Gail Schust</i>	1/27/12

Received
 NOV 18 2011
Liberal Studies
 JAN 27 2012
Liberal Studies

APPENDIX D

GRADUATE CURRICULUM AUTHORIZATION FORM

Check As Appropriate:

- Expedited Review
 Level I ⇒ New Program or Program Revision
 Level II ⇒ Degree Program Revision or New/Revised COR
 Level III Minor Program Revision
 Application for COR Renewal
 Deletion Course or Track or Minor or Program
 Variability in Program Delivery
 Program Reactivation
 New Course ⇒ Enter CIP Code (Contact Registrar's Office): 999999
 Major Course Revision
 Minor Course Revision
 Dual-Level or Cross Listing
 Distance Education

Description of Proposal: MKTG 450 / 550 Marketing Strategy
(New Dual Level Offering)

Department: MarketingAuthor or Contact Person: Parimal Bhagat, bhagat@iup.edu

SIGNATURES OF APPROVAL

Academic Integrity Resource Implications† Email Address Date

Department Curriculum [Signature] bhagat@iup.edu 11/16/11
 Committee Chair: [Signature] bhagat@iup.edu 11/16/11
 Department Chair: [Signature] bhagat@iup.edu 11/16/11
 TECC Chair: _____
 College Curriculum [Signature] bhagat@iup.edu 11/16/11
 Committee Chair: [Signature] bhagat@iup.edu 11/16/11
 College Dean: [Signature] bhagat@iup.edu 11/16/11
 Graduate Dean: _____
 Provost: _____
 Graduate Com. Chair: _____

COMMENTS:

APPROVE EXPEDITED REVIEW _____

Dean's Associate, SGSR Dean, SGSR Provost UWGC Chairs

If any signatory above wishes to decline expedited review, write "Decline" on the appropriate signature line and return the proposal to the SGSR Dean's Associate.

† To sign off on resource implications, confirm that detailed justification of resource sufficiency has been made and approved.

B. Proposal Format and Content

B1. Graduate Curriculum Authorization Form (Appendix D)

Attached as cover page.

B2. Course Description and Particulars

a. Attachments:

- i. Course Syllabus: Attached
- ii. Bibliography: Provided in the attached syllabus of record

- b. Rationale: Marketing Strategy is an advanced level marketing elective that looks at holistic and comprehensive marketing programs of companies. This course uses an analytical perspective necessary for the measurement of performance. This course will be one of the electives for the Marketing Concentration part of the MBA program. The four hundred level of the course will be offered as a required major course for undergraduate marketing majors. The course will require the graduate core course in marketing as its prerequisite (MKTG 603 Marketing Management).

c. Other courses or programs:

- (i) The course content will not overlap with any course offered by other departments.
- (ii) No other department is planning to use this course as a requirement.

- d. Variable credit: This course will be not offered on a variable credit

- e. Teaching Plans: It will be primarily a lecture-based course and will be taught by one instructor.

- f. Special Topics: A similar course has been offered in the past three summers as a dual level Special Topics - MKTG 481/581 Special Topics: Real-world Marketing Applications. Enrollment was about 15-20 students.

- g. Comparisons: Attached

- h. Standards: The Association to Advance Collegiate Schools of Business – International (AACSB) recommends, but does not require, this course in its accreditation standards.

B3. Implementation

- a. Resources: The corresponding proposed undergraduate course will be offered once a semester. The dual level course will follow the same pattern without impacting any resource issue. This will be a required course for Marketing Majors. It replaces two other previously required courses in the marketing curriculum – MKTG 420 Marketing Management and MKTG 422 Seminar in Marketing.

- b. Frequency: The course will be offered once a semester as a dual level course.

- c. Enrollment: About 35 students. Additional constraints on class size are not anticipated.

B4. Catalog Description

Attached

B5. Logistics

- a. START TERM: Fall 2012

- b. The registrar's office has confirmed that the course number is available.

- c. CIP code is 999999.

- d. CATALOG TERM is Fall 2012.

Catalog Description**MKTG 450/550 Marketing Strategy****3c-01-3cr**

Designed to develop marketing and business decision-making skills to evaluate real-world business situations, analyze marketing problems and scenarios, and produce solutions in the form of marketing and business strategies. Involves analyses based on quantification of marketing decisions and problem-solving scenarios using exercises and in-depth case studies which develop analytical reasoning. Integrates knowledge of marketing and other business management functions into marketing strategy development, implementation, and control using either a marketing plan or marketing simulation exercises. Readings on classic and emerging issues will provide applied perspectives of marketing in the business environment.

Prerequisite:

For MKTG 450: MKTG 320 Principles of Marketing; Senior-level standing.

For MKTG 550: MKTG 603 Marketing Management

SAMPLE SYLLABUS OF RECORD

I. CATALOG DESCRIPTION:

MKTG 450 MARKETING STRATEGY 3 Class hours
0 lab hours
3 Credits
(3c-01-3cr)

MKTG 550 MARKETING STRATEGY 3 Class hours
0 lab hours
3 Credits
(3c-01-3cr)

Prerequisite:

For MKTG 450: MKTG 320 Principles of Marketing; Senior-level standing.

For MKTG 550: MKTG 603 Marketing Management

Designed to develop marketing and business decision-making skills to evaluate real-world business situations, analyze marketing problems and scenarios, and produce solutions in the form of marketing and business strategies. Involves analyses based on quantification of marketing decisions and problem-solving scenarios using exercises and in-depth case studies which develop analytical reasoning. Integrates knowledge of marketing and other business management functions into marketing strategy development, implementation, and control using either a marketing plan or marketing simulation exercises. Readings on classic and emerging issues will provide applied perspectives of marketing in the business environment.

II. COURSE OUTCOMES:

Upon completion of the course students will be able to:

MKTG 450 (undergraduate students):

1. Understand the strategic decision-making process includes developing, evaluating and choosing among alternative courses of action to solve a problem or achieve a goal.
2. Analyze marketing data and quantify theoretical concepts for problem solving and optimal decision-making.
3. Understand and apply frameworks and models of marketing strategy to decision-making.
4. Develop an integrated decision-making perspective of marketing by developing a Marketing Plan or participating in a multiple-session marketing simulation exercise.

MKTG 550 (graduate students):

In addition to the above:

5. Design a Marketing Dashboard with several marketing metrics for a marketing division of a Fortune Global 500 firm OR submit a major research paper.

The primary course outcomes will be achieved through lectures, assigned readings, case analyses, and either a marketing planning or simulation exercise. These outcomes will be integrated throughout the course as described in the course outline and evaluation methods provided below.

III. COURSE OUTLINE:**A. INTRODUCTION TO STRATEGIC MARKETING DECISION-MAKING [8 hours]**

Strategic marketing frameworks and tools
Product-focused and Customer-focused analysis
Overview of Marketing Metrics
Financial Analysis for Marketing Decisions

INTRODUCTION TO THE CASE ANALYSIS AND DECISION-MAKING APPROACH**B. CUSTOMER VALUE ASSESSMENT [3 hours]**

Approaches to measuring customer value
Customer Lifetime Value Analysis

C. SEGMENTATION, TARGETING AND POSITIONING DECISIONS [3 hours]

Segmentation and targeting Research
Profiling segments using qualitative and analytical methods
Database Marketing for targeting individual customers
Techniques for forming Perceptual Maps

D. FORECASTING MODELS AND METHODS [2 hours]

Market Demand and Trend Analysis
Forecasting methods in marketing and business

E. PRODUCT AND SERVICE STRATEGIES [3 hours]

New Product Process and Product Management Decisions
Product/Service Portfolio Decisions

F. PRICING STRATEGIES [3 hours]

Pricing Product Lines
Pricing Orientation to Cost, Demand, or Competition

G. MARKETING CHANNEL STRATEGIES [3 hours]

Salesforce Territory and Allocation Decisions
Logistics Decisions

H. MARKETING COMMUNICATION STRATEGIES [3 hours]

Evaluating Creative Plans and Programs
Advertising Budget Decisions
Media Choice and Media Planning Decisions

I. COMPREHENSIVE MARKETING ANALYSIS AND STRATEGIES [12 hours]

Systems approach integrating marketing with other functional areas in business
Marketing Dashboards: Tracking Performance in real-time

PRESENTATIONS [2 hours]

FINAL EXAM (As per IUP final exam schedule) [2 hours]

IV. EVALUATION METHODS:

Your grade will reflect your performance regarding successful completion of assessment tasks such as assignments and/or case analysis with discussions. As such, the assessment tasks described below:

Assignment and/or Case Discussions:

All students should complete the given assignment or case prior to class and submit a 3-page (5-page for graduate students) position paper (structured into key issues with recommendations; 1 ½" line spacing, 11-12 point font size, maximum 1" margins) at the time of scheduled discussion to receive credit.

Selected students will present the assignment or case and facilitate the discussion. Every student will have the opportunity to present at least one assignment or case. The use of visuals such as PowerPoint's or overhead transparencies is required.

Assignments may include exercises or project tasks pertaining to specific topics in the course.

Marketing Plan:

Working in groups, students will research and analyze the marketing program of a company following the steps of the marketing planning process and develop a new or revised marketing plan. The marketing plan will be presented in class and a written report submitted.

Marketing Simulation:

Working in groups, students will research and analyze the marketing information provided for their company in the marketing simulation and make decisions relating to several key marketing actions spread over several simulation rounds. Students will present their logic in the choices they make in each round and write a report summarizing their justifications.

Class Participation:

This item will be evaluated based on class discussions of articles and readings as well as other in-class assignments. Attendance is required for receiving credit for class participation.

Marketing Dashboard (for Graduate Students only):

Students will study one Fortune 500 firm in terms of the metrics or measures used to evaluate the company's ongoing and long-term marketing programs. Students will then create a template that comprehensively presents the metrics to be used for evaluating the marketing program.

Research Paper (for Graduate Students only):

Each graduate student will author a major research paper that will identify, evaluate, and analyze the strategic marketing practices for major organizations based upon the theories and models discussed in class.

GRADING POLICY IS AS FOLLOWS:

For MKTG 450:

ASSIGNMENTS/CASE DISCUSSIONS [Objectives 1, 2, 3]	60%
MARKETING PLAN OR SIMULATION [Obj. 4]	30%
CLASS PARTICIPATION [Objective 1]	<u>10%</u>
TOTAL GRADE 100%	

For MKTG 550:

ASSIGNMENTS/CASE DISCUSSIONS [Objectives 1, 2, 3]	60%
MARKETING PLAN OR SIMULATION [Obj. 4]	20%
MARKETING DASHBOARD/PAPER [Objective 5]	10%
CLASS PARTICIPATION [Objective 1]	<u>10%</u>
TOTAL GRADE 100%	

V. Grading Scale:

Sample grading scale:

For MKTG 450: A \geq 90%, B = 80%-89%, C = 70%-79%, D = 60%-69%, and F < 60%

For MKTG 550: A \geq 90%, B = 80%-89%, C = 70%-79%, and F < 70%.

VI. Attendance Policy

Class participation will be strongly encouraged. Ideas, thoughts, and opinions presented by the student during class discussions will be the primary basis for this grade. Students will reflect on various perspectives and provide critical thinking regarding relevant issues for class discussions.

VII. REQUIRED textbooks, supplemental books, and readings:

TEXT

Required:

1. *CUSTOM BOOK* – A Collection of Strategic Marketing Material and/or Cases compiled from the recommended texts below and from other sources including, but not limited to, cases from Harvard Business Publishing.
2. Marketing Plan software or template OR access to a Marketing Simulation software.

Recommended:

Strategic Marketing by Cravens and Piercy, 9th ed., McGraw-Hill, Inc.

Analysis for Marketing Planning by Lehmann and Winer, 7th ed., McGraw-Hill, Inc.

Strategic Marketing Problems: Cases and Comments by Roger A. Kerin and Robert A. Peterson, 12th ed., Pearson Publishing.

Marketing Strategy: A Decision-Focused Approach by Orville Walker and John Mullins, 6th ed., McGraw-Hill, Inc.

Marketing Metrics: The Definitive Guide to Measuring Marketing Performance, 2nd ed., by Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer and David J. Reibstein, Pearson Education, 2010.

VIII. BIBLIOGRAPHY:

Anderson, Eric and Duncan Simester (2003), "Mind Your Pricing Cues," *Harvard Business Review*, Vol. 81, No. 9, pp. 96-103.

Armstrong, Scott J. (2001), "Selecting Forecasting Methods," in Scott J. Armstrong, ed., Principles of Forecasting, Kluwer: Norwell, MA.

Bass, Frank M. (1969), "A New Product Growth Model for Consumer Durables," *Management Science*, Vol. 15, No. 4 (January), pp. 215-27.

Blattberg, Robert C. and John Deighton (1996), "Managing Marketing by the Customer Equity Test," *Harvard Business Review*, Vol. 74, No. 4 (July), pp. 136-44.

Davenport, Thomas H. (2006), "Competing on Analytics," *Harvard Business Review*, Vol. 84, No. 1 (January), pp. 98-107.

Dolan, Robert J. and Hermann Simon (1996), Power Pricing: How Managing Price Transforms the Bottom Line, The Free Press: New York.

Gupta, Sunil and Donald Lehmann (2005), Managing Customers as Investments: The Strategic Value of Customers in the Long Run, Wharton School Publishing: Philadelphia, PA.

Lilien, Gary L., Arvind Rangaswamy and Arnaud De Bruyn (2007), Principles of Marketing Engineering, Trafford Publishing: PA.

Lodish, Leonard M. (1974), "'Vaguely Right' Approach to Sales Force Allocations," *Harvard Business Review*, Jan.-Feb., pp. 119-25.

Nagle, Thomas T. and John Hogan (2005), The Strategy and Tactics of Pricing: A Guide to Growing More Profitably, 4th ed., Prentice Hall: Englewood Cliffs, NJ.

Simon, Herbert A. (1977), The New Science of Management Decision, Prentice Hall PTR: Upper Saddle River, NJ.

Yankelovich, Daniel and David Meer (2006), "Rediscovering Market Segmentation," *Harvard Business Review*, Vol. 84, No. 2, pp. 122-31.

Course Analysis Questionnaire

A. Details of the Course

- A1. This course is one of the core courses for students in the BS in Marketing Program. This course is not intended to be a Liberal Studies course.
- A2. This course does not require changes in any other course in the department. A program revision of the BS in Marketing will include this course among the core courses.
- A3. A similar version of this course has been offered thrice as a special topics course MKTG 481/581 Real-world Applications of Marketing.
- A4. This course is expected to be offered at the dual level.
- A5. This course is not to be taken for variable credit.
- A6. Similar courses are offered at the following institutions, among others:

DePaul University, Chicago: MKTG 534 Analytical Tools for Marketers; MKTG 540 Strategic Planning: Developing Sustainable Business Models; MKTG555 Decisions in Marketing Management;

Cleveland State University, Cleveland: MKT 604 Strategic and Tactical Marketing.

Florida Atlantic University, Boca Raton: MAR 4803 Marketing Strategy.

Wharton, University of Pennsylvania, Philadelphia: MKTG277 Marketing Strategy.

- A7. No professional society, accrediting authority, law or other external agency recommends or requires the content or skills of this proposed course.

B. Interdisciplinary Implications

- B1. This course will be taught by one instructor.
- B2. The content of this course does not overlap with any other at the University.
- B3. This course is not cross-listed.

C. Implementation

- C1. No new faculty member is required to teach this course. The assigned instructor will adjust his or her schedule to allow for this course. This course will be counted as one preparation and three hours of equated workload.
- C2. Other resources:
 - a. Current space allocations are adequate to offer this course.
 - b. No special equipment is needed for this course.
 - c. No laboratory supplies are necessary for this course.
 - d. Library holdings are adequate.
 - e. No travel funds are needed for this course.
- C3. No grant funds are necessary to provide supplementary materials.
- C4. This course will be offered every semester.
- C5. One section will be offered at a time.
- C6. Up to 35 students can be accommodated in this class in which students do a considerable amount of planning, analysis, writing and development.
- C7. No professional society recommends enrollment limits or parameters for this course.
- C8. This course does not currently involve the use of distance education {upon approval of this course for in-class instruction, the necessary documentation will be submitted for its online delivery}.

D. Miscellaneous

No additional information is necessary.

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Pricing Product Lines
Pricing Orientation to Cost, Demand, or Competition

G. MARKETING CHANNEL STRATEGIES [3 hours]

Salesforce Territory and Allocation Decisions
Logistics Decisions

H. MARKETING COMMUNICATION STRATEGIES [3 hours]

Evaluating Creative Plans and Programs
Advertising Budget Decisions
Media Choice and Media Planning Decisions

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