MKT 277: Marketing Strategy  
Dr. Diane M. Phillips – Spring 2010

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Office Hours & Appointments: by appt.

The unapparent connection is more powerful than the apparent one.  
– Heraclitus, 500 B.C.

COURSE DESCRIPTION
This course will focus on various aspects of marketing strategy and decision making, while paying particular attention to ethical decision making and the sustainable organization. You will be required to synthesize the theories and concepts that you have learned in earlier marketing and business courses to develop well-informed, thoughtful, strategic marketing decisions. The pre-requisite for this course is: MKTG 101.

COURSE OBJECTIVES
1. You will be able to understand and apply the concept of the Triple Bottom Line to your evaluation of a marketing problem.
2. You will be able to use principles from the Triple Bottom Line to make strategic marketing recommendations as to how an organization can engage in an ethical behavior.
3. You will be able to synthesize disparate, sometimes conflicting, pieces of information to make strategic marketing decisions regarding how best to handle a variety of different marketing-related situations and problems.

COURSE MATERIALS
1. 33 Strategies of War by Robert Greene
2. Course Readings Packet a compilation of 6 Harvard Business School and Ivey Case Studies, available from the University Press:
   a. Walking the Walk: Putting Social Responsibility into Action at the White Dog Café (#9B07M049)
   b. Harrah’s Entertainment Inc. (#9-502-011)
   c. Timberland: Commerce and Justice (#9-305-002)
   d. Cradle-to-Cradle Design at Herman Miller: Moving Toward Environmental Sustainability (#9-607-003)
   e. Nestle’s Nescafe Partners’ Blend: The Fairtrade Decision (A) (#906A20)
COURSE FORMAT – this course will include:
1. Lecture/discussion by instructor and guest speakers
2. Case analysis and discussion
3. In-class discussion, presentations, & group work
4. Break-out discussions of ethical decision making problems
5. A final project

GRADING POLICY - grades are based on the following criteria:

- POAs 30%
- Final Project 30%
- Class Participation 20%
- Military Quotes 10%
- Quizzes 10%

POAs – Plan of Action Reports
You will be expected to read and understand each case that is assigned for each class. You will also be expected to critically think about the cases and express an opinion about what should be done or what should have been done from an ethical standpoint. Your POA reports will be due at the beginning of class. Be sure to support your opinions with clear facts or calculations from information you find in the case. A POA needs to be handed in for each case. Your POA should be typed and, as a general guideline, about 3-4 pages in length. It is very important to follow the questions outlined in the POA Question Prep Sheet when preparing your POA.

FINAL PROJECT
Develop and present a marketing plan. Teams of 4-5 individuals will develop a marketing plan for a local organization that is currently facing a marketing-related problem. Teams will present their recommendations to the group. More information about this organization will be provided in class. The entire class and professor will provide feedback to the teams after the team presentations; the final project will be due at the end of the semester. The project will be completed according to several benchmarks:

1. Situation Analysis (10%)
2. Development of Marketing Objectives (10%)
3. In-class Presentation of Final Project (15-20 minutes). The presentations will be videotaped and/or attended by our client (10%).
4. Submission of Project to Dr. Phillips. This project should be printed out on regular copy paper and not bound by a copy shop like Kinko’s. It should
include all tables, graphs, appendices, references, etc. Be sure to closely follow the Marketing Plan outline previously discussed in class and include all within-text references and end-of-paper citations (60%).

5. Dr. Phillips will hand back the final projects with feedback. These will be available for pickup all day until 4pm.

6. Submission of the rewrite & revisions. This is the final, final project! This report should include all of the comments and revisions made by Dr. Phillips and it should be submitted in a small (1/2 inch or 1 inch) 3-ring binder. Again, be sure to incorporate all tables, graphs, appendices, references, etc. This final version will be copied and forwarded to our client (10%).

CLASS PARTICIPATION
Marketing is an interactive discipline and as such, we will learn as much from one another as we will from a careful reading and analysis of the course materials. It is important to remember that you will be severely penalized for not participating in discussions. That said, class participation will be based on the quality, not quantity, of your contributions to the class discussion. After every class, I will assign a grade for class participation on a scale of 0 to 5. At the end of the semester, your participation grade will be calculated with respect to the person with the highest grade in the class. I use the following formula in calculating your participation grade: (your grade/highest grade) X 20%. In general, I assign points as follows:

- **0 Points**  Unexcused Absence
- **1 Point**  Student Physically Present in Class
- **2 Points**  Student Participates in Extremely Limited Fashion but Does Contribute in Some Way
- **3 Points**  Student Participates in Class in an “Average” Way
- **4 Points**  Student Provides Very Good Comments and Interacts with Fellow Students Well
- **5 Points**  Student Interacts Extremely Well with Class and Provides Outstanding Comments and/or Class Leadership

MILITARY STRATEGY QUOTE PERFORMANCE
How can military strategy help us understand marketing strategy? You may be surprised! Knowledge of strategy can help you understand a wide variety of options that are open to
you as you assess a marketing problem. This knowledge can also equip you with the
defenses you may need when a competitor is using one of these strategies. You will be
required to make 2 short presentations on a military strategy quote from 33 Strategies of
War by Robert Greene. Each group of 2 students will prepare a 10 minute presentation
and lead a 10 minute discussion on the relevance of the quote to ethical and strategic
issues we are discussing in class. It is important that you engage the class and get them
involved in the discussion – be creative!

QUIZZES
Six quizzes, one for each case study, will be administered on the day we will be
discussing the case studies. Topics will include issues from the case study as well as
military quotes. No make-up quizzes will be given.

CLASS POLICIES
● You are responsible for all announcements that are made during class.
● If you are absent from class it is your responsibility to arrange with another student to
pick up handouts (if any) distributed in class.
● Academic misconduct or dishonesty will not be tolerated. Please consult the
University’s policy on academic dishonesty if you have any questions.
● Turn off all electronics during class. No emailing or texting during class.
● Seek help whenever you do not understand something. Failure to do so normally
compounds the problem as the course progresses. You will find me very receptive to
your questions.

STUDENTS WITH DISABILITIES
Students with Disabilities: if you have or think you may have a learning or psychological
disability, you are encouraged to contact the Office of the Learning Disabilities Specialist
in Counseling and Psychological Services. If you have a physical disability, you are
encouraged to contact the Program for People with Disabilities in the Office of
Affirmative Action and Equal Opportunity Programs. Please make sure to contact these
offices early in the semester so that I can make sure that you receive reasonable academic
adjustments and accommodations to meet your needs.
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<tr>
<th>DATE</th>
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<th>PREPARE</th>
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<tbody>
<tr>
<td>14 Jan</td>
<td>Greene: Chaps 1 &amp; 2</td>
<td>Be ready to discuss Chaps 1 &amp; 2</td>
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<tr>
<td>19 &amp; 21 Jan</td>
<td>Greene: Chaps 3 &amp; 4</td>
<td>Be ready to discuss Chaps 3 &amp; 4</td>
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<td>26 &amp; 28 Jan</td>
<td>White Dog Case Study</td>
<td>White Dog POA</td>
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<td>Greene: Chaps 5, 6 &amp; 7</td>
<td>Strategy Presentations 5, 6 &amp; 7</td>
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<td>2 &amp; 4 Feb</td>
<td>Greene: Chaps 8, 9 &amp; 10</td>
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<td>9 &amp; 11 Feb</td>
<td>Greene: Chaps 11, 12 &amp; 13</td>
<td>Strategy Presentations 11, 12 &amp; 13</td>
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<td>Harrah’s Case Study</td>
<td>Harrah’s POA</td>
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<td>Strategy Presentations 14, 15 &amp; 16</td>
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<td>23 &amp; 25 Feb</td>
<td>Greene: 17, 18 &amp; 19</td>
<td>Strategy Presentations 17, 18 &amp; 19</td>
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<td>Timberland Case Study</td>
<td>Timberland POA</td>
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<td>2 &amp; 4 Mar</td>
<td>Greene 20, 21 &amp; 22</td>
<td>Strategy Presentations 20, 21 &amp; 22</td>
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<td>Herman Miller Case Study</td>
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<td>30 Mar &amp; 1 April</td>
<td>Greene: Chaps 26, 27 &amp; 28</td>
<td>PREPARE Submit 3-4 marketing objectives for review and comment. Prepare a brief 10 min presentation of these objectives.</td>
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<td>Nestle Nescafe Case Study</td>
<td>Nestle Nescafe POA</td>
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<td>6 &amp; 8 April</td>
<td>Greene: 29, 30, &amp; 31</td>
<td>Strategy Presentations 29, 30, &amp; 31</td>
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<td>13 &amp; 15 April</td>
<td>GE’s EVO Project Case Study</td>
<td>GE’s EVO POA</td>
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<td>20 &amp; 22 April</td>
<td>Greene: 32, 33 &amp; handout</td>
<td>Strategy Presentations 32, 33 &amp; handout</td>
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<td>27 April</td>
<td>Present Final Marketing Plans to the class (approx 15 mins). Submit Team Evaluations Submit Final Marketing Plan</td>
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<td>4 May</td>
<td>PREPARE</td>
<td>Submit rewrite of final marketing plans.</td>
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* Unless otherwise noted, case studies and discussions are on Tuesdays and strategy discussions and presentations are on Thursdays. Please read and understand these materials BEFORE coming to class. The syllabus schedule and contents are subject to revision at the discretion of the instructor.

*There are two primary choices in life: to accept conditions as they exist, or accept the responsibility for changing them." -- Dr. Denis Waitley*