

**BADM 7100 – Marketing Administration**  
*Flores MBA Program*  
*E.J. Ourso College of Business Administration, LSU*  
**Fall 2008**

Section 1: M/W, 9:10 a.m. – 10:30 a.m., Patrick F. Taylor Hall 1118

Section 2: M/W, 10:40 a.m. – NOON, Patrick F. Taylor Hall 1118

---

**Professor:** Dr. Randle D. Raggio  
[raggio@lsu.edu](mailto:raggio@lsu.edu)

**Office:** 3122C Patrick F. Taylor Hall

**Office Hours:** 12:30 p.m. – 2:00 p.m. M/W  
and by appointment

**Phone:** 578-2434 (office)  
(Home and cell listed on MOODLE)

### **COURSE OBJECTIVE**

I realize that not everyone in the Flores MBA program will choose marketing for his or her concentration. However, in the modern economy, *everyone* must carry out business functions traditionally defined within the domain of marketing. Operations focuses on quality and reducing defects not to make *its* life is easier, but to reduce costs and better satisfy customers. Finance generates the funds to fuel the organization and convince the financial markets and Wall Street that the company’s strategy is sound and its future prospects are promising so that its customers perceive less risk and more upside. Human Resources focuses on internal marketing when it works to improve workplace conditions and job satisfaction, and external marketing when it promotes such efforts in order to attract new employees.

As a result, every student needs to understand the concepts and tools of marketing, whether or not his or her job title has the word “marketing” in it. The objective of this course is not to make you *into* marketers, but, instead, to ***make you better marketers***. “Marketing” fundamentally is about producing benefits that people and businesses want with products and services that meet their needs through the marketplace. Although communicating the availability, price and benefits of products and services (through sales or advertising) is most commonly associated with “marketing,” these activities are much less effective when done apart from consideration of issues related to the product or service itself and the way in which it is delivered (the distribution channel). The 4Ps of marketing (product, price, place, promotion) consider all of these functions to be interdependent and critical to the success of any attempt to “go to market.” This course will introduce valuable tools to assess and improve the performance of all four areas.

Many of you may associate marketing with its more glamorous or creative activities such as advertising, but whether you are a creative type or a numbers person, you must learn how to ***balance the creative with the financial***. This course will help you do that by introducing tools that help you understand the investment value of marketing activities in producing positive financial returns.

The second major objective of this course is to give you deep experience analyzing, discussing and persuasively writing about business cases. This experience will not only benefit you for the 2 years of the Flores MBA program, in which case analysis is the major tool for learning new business concepts, but also will help you to develop the analytical skills and clear thinking that will benefit you in business and other areas of your life far beyond the walls of Patrick F. Taylor Hall.

**TEXT:** *A Framework for Marketing Management, 4<sup>th</sup> Edition*, by Kotler and Keller (2009), Upper Saddle River, NJ: Pearson Prentice Hall. [Listed as **FMM** on Course Calendar]

**CASE PACK:** BADM 7100 case pack available from LSU campus bookstore (2<sup>nd</sup> floor Union).

**OPTIONAL:** *Pushing the Numbers in Marketing: A Real-World Guide to Essential Financial Analysis*, by David Rados (1992), Westport, CT: Quorum.

*(Note: Chapters 3 & 6 of Pushing the Numbers will be provided in class)*

**COURSE REQUIREMENTS:**

<b>Exams</b> (two @ 100 points each)	200 points
<b>Case Analyses</b> (five as follows)	500
Aqualisa Quartz	75 points
Saxonville Sausage Co.	75 points
Atlantic Computer	100 points
Natureview Farm	100 points ( <i>individual case</i> )
Mountain Man Brewing Co.	150 points
<b>Class Participation</b>	<u>100 points</u>
<b>Total Points possible</b>	<b>800 points</b>

**GRADES:**

<b>Final grades will be based on the following point system:</b>
A = 720 – 800 points
B = 640 – 719
C = 560 – 639
D = 480 – 559
F = 479 and below

**SEMESTER EXAMS** (200 points)

Two exams will be given worth 100 points; one during the semester, the second will be given during final exam week, and is comprehensive. Exams may consist of true/false, multiple choice, short answer and/or essay questions. All exams will include mini-cases that require an analysis and recommendation. The scheduled exam dates are given on the attached schedule. The dates are also on Moodle. **THERE ARE NO MAKEUP EXAMS.** If you must miss the midterm exam, then the final will count twice.

Since there are no true/false or multiple choice exams in business, be prepared for thinking questions such as...

*“In general, businesses are the most successful when they pursue mass markets rather than niches.” This statement is...*

True for the following reasons:

False for the following reasons:

[space for the answer]

A true/false question could include a statement with the following set of choices:

the statement is basically correct

the statement is basically correct, with one exception, the Internet

the statement isn't even close to being correct

the statement is neither basically correct nor basically incorrect. It depends on the circumstances, the most important of which are \_\_\_\_\_

None of the above. The best way to describe the statement is: \_\_\_\_\_

*A retailer buys X for \$6 and sets its price at \$10. The shipper pays the freight. The retailer forecasts turnover for X to be between 5 and 6 times a year. Its retail gross margin is:*

30 percent

60 percent

you can't say from the information given. What you need to know is: \_\_\_\_\_

None of the above. The retail gross margin is in fact: \_\_\_\_\_

### **CASE ANALYSES (500 points)**

Over the semester we will discuss 13 business cases that describe real-world problems that executives have faced. We will collaboratively analyze all 13 in class, and you will be required to submit written analyses for five of these cases (specific cases and dates listed below). I will assign the 4-5 person teams that will analyze the cases, except for Case #4 (Natureview Farm), which is an individual case (see section on academic dishonesty for implications).

**Late case analyses will not be accepted under any circumstances and will count as zero.** In order to be considered “on-time” a hard copy should be turned in at the **beginning** of the class in which the case is due. **IF you are not in class**, you may email your case analysis, but it must be received in my inbox prior to the start of class; further, this practice is neither preferred nor recommended.

**Grading of Written Case Write-ups:** Clear and effective communication is a critical skill in marketing, and generally in business. Therefore, **grades for case write-ups will be based on both content and writing.** Points will be deducted for misspelled words and grammatically incorrect or otherwise unclear writing. Two such errors will result in the loss of 5% of the total possible points. Three or more will result in the loss of 10% of the total possible points. Also, **ALL parts of the case analysis must be typed – including charts, calculations, etc. I will not read or grade information that does not meet the space limitation, or information that is handwritten (other than last-minute corrections; see below).**

## Guidelines:

1. Put a **cover sheet** on your report with your group's name on it (or yours). If you are writing as a group, please put the names of all the members of the group on the cover page.
2. **Double space** your papers, please.
3. Make last minute corrections in ink.
4. Your reports should run no more than **three pages, not** including tables or exhibits. The page limit forces you to be brief. Stick to it. Don't evade it by typing single-space, or by typing from the top edge of the sheet to the bottom, from the left-hand edge to the right-hand edge. Your pages should be typed in **12-point font** and have **1" margins all the way around**. Lengthy numerical calculations, tables, charts, financial statements and the like are **not** counted in the page limit. They should be used to present your figures, not to evade the page limit.
5. **Start your paper with your recommendations**. They should be at the top of the first page and run from three to six lines, no more. If they run to more than six, rewrite them to make them shorter. Because you start your paper with your recommendations, you do not need to end your paper with a summary. Put recommendations in the active voice (e.g., "Promote the product by ...." instead of "The product should be promoted by. . .").
6. Put **page numbers** at the bottom of your pages.
7. I am thoroughly familiar with the case. You need not summarize the case or rehash any of the background – unless you have something to add. This will save you a paragraph or two or three.
8. The reports are due **in class, at the beginning of class, on the day they are due**. No later. You must meet these deadlines. **Late papers won't be accepted**. If you must miss class, turn in your paper early. Email is not preferred, but will be accepted **IF** you are not in class and it meets the same deadline.
9. Put **page numbers** at the bottom of your pages.
10. Use headings. Headings help readers see the structure of your report and make it more likely that they will remember what your report contains.
11. **Proofread** your paper. Spell checking is not enough. It will pass words that are spelled correctly but aren't right, like slop for slip, soles for sales, and casts for costs. Train yourself to thoroughly proof your papers (and letters, and faxes, and what have you).
12. Put **page numbers** at the bottom of your pages.
13. If you include tables and the like in your report, put a **clear, informative title** on each exhibit. Don't write a vapid title like, "Profit Projections." Say instead: "Annual Cash Flows for 2009 (at Three Advertising-to-Sales Ratios) Projected to Fall by at Least 10%." Don't write "Media Costs" as a title. Say instead: "Total Media Costs and Cost-per Thousand Figures for Two Media Schedules, in 2007." The title should clearly tell the reader what he or she is supposed to take away from the exhibit. Use boxes, highlights, or even arrows to draw attention to key numbers.

**The document "Guidelines for Written Reports in BADM 7100 and MKT 7300" expands on the general guidelines above and is available on MOODLE. This document should be consulted prior to submission of all written work.**

## *PARTICIPATION (100 points)*

A case discussion is a dynamic, collaborative analysis of a case, not the staged revelation of the "right" answer by the professor. It is not a time to show your peers and professor how brilliant you are; it is,

instead, a time to work with your peers and professor through the intricacies of a case to develop a conclusion that may or may not be similar to your position before class started. The most important point to remember is that the case, the professor, or your peers will not teach you what you should learn from a case. Learning comes from the process of analysis and the give-and-take of discussion.

You will have three chances to analyze each case: first, by yourself; second (potentially), with your group; and third, in class. Class discussion should *not* be seen as a final presentation, but, instead, as the latest and most informed pass at analysis – with the help of an expert guide and helpful collaborators. Each time you approach the case you will take a different path through the facts and as your knowledge of the situation increases, so will the possibilities for analysis and the richness of your conclusions.

**More information on the case method and how to read, analyze and write persuasively about cases can be found in the document “Introduction to Case Analysis & Discussion and How to Write Persuasive Recommendations,” which is available on MOODLE. You should go through this document thoroughly several times and keep it as a valuable reference as you prepare your analyses in the Flores MBA program.**

Your class participation grade will be based on the extent to which you contribute to the dynamic analysis of each case. After each class period, I will evaluate each student’s participation on the following scale: **-1 = did non-BADM 7100 work** (worked crossword puzzles, read the newspaper, did work for other classes); **0 = no participation**; **1 = adequate participation**; **2 = high quality participation**. These daily evaluations will be used to determine your class participation grade for the semester. *Quantity* of comments is not being evaluated. Instead, I will **reward high-quality, informed comments** that demonstrate that you are contributing to the analysis of the case and not simply striving for “air time.”

I expect you to apply frameworks, key concepts and terminology from the text or other assigned readings as you analyze the cases and develop your recommendations. Further, the frameworks described in the text or other readings may serve as a guide for class discussion and **ignorance of the frameworks or other information found in readings will negatively impact** not only **participation grades**, but also the quality of your analysis and conclusions. Thus, you should read all assigned material *before* reading the case (or at least between the first and second readings) in order to know what concepts, frameworks and terminology are available in your arsenal and appropriate for the case at hand.

## **COURSE POLICIES**

- 1. Exam/Assignment Policy** – Students are responsible for understanding and adhering to the course, exam, case analysis, written paper submission and participation policies outlined in this syllabus. **PLEASE READ THIS SYLLABUS AND SUBSEQUENT ASSIGNED MATERIAL CAREFULLY.** Concerning exams and written **case analyses**, if a student has a prior commitment on the due date of the assignment or exam, whether an interview or University sponsored event, etc., it is the student’s responsibility to discuss the issue with the professor well **before** the scheduled date and turn in the assignment or take the exam **early**. **No Makeup Exams will be given.** If a student misses the midterm exam, the final will count twice.

2. **Outlines/Notes** – Students are expected to take their own notes. However, the professor will provide some outlines or other materials on MOODLE. If a student misses class it is the student’s responsibility to get the notes from another person in class.
3. **Grades** – Students are responsible for the grades they need/desire. The point system is clearly outlined in this syllabus. **No bonus points or extra credit will be given at the end of the semester.**
4. **In-class Issues** – Given limited seating, students should come to the class in which they are officially enrolled. If a student has a special situation and needs to switch sections **for the day**, please contact the professor in advance for permission. All students **MUST** take their exams in the section in which they are enrolled.
5. **Computer Policy** – **Students may not use computers in class.**
6. **E-mail Policy** – I prefer to respond to questions by e-mail that can be answered directly in one or two sentences. Please call or come by my office to have longer questions answered. To protect your confidentiality, I will only respond to emails that have been signed with your first and last names. Also for confidentiality, I will not discuss grades by e-mail.
7. Please treat class as if you are in a business meeting. Out of respect for everyone please **turn off cell phones, pagers and computers.** Please come prepared to stay for the entire class. “Coming and going” is not accepted in industry or in this class.

## **INTEGRITY AND ACADEMIC DISHONESTY**

Integrity and ethical behavior are keys to success while in the Flores MBA program, in business, and in life. Therefore, university policies regarding academic dishonesty will be enforced **strictly**. Unless specifically stated by your professor, you are required to analyze the case and make a recommendation based solely on the information provided in the case. You are allowed to apply your own professional experience and judgment, but should not seek outside information about the company, industry or specific situation as you develop your recommendation. It is never appropriate to discuss cases with students who have already been through a discussion of the case (e.g., first-years talking with second-years, or second-section students talking with those in the first section). Such actions are considered academic dishonesty. Any incident of academic dishonesty, such as cheating on tests, facilitating cheating, or receiving information about cases from, e.g., websites or other individuals will be forwarded to the Office of Judicial Affairs for adjudication. If you are in doubt about what constitutes academic dishonesty please refer to the LSU policy or contact me *before* engaging in such activity.

## **SPECIAL NEEDS**

Students who need accommodations because of special needs addressed in the Americans with Disabilities Act (ADA) or have emergency medical information to share with me, or need special arrangement in case of emergency building evacuation should inform me of such need immediately. Please see me privately after class or in my office. **Note:** Students whose accommodations allow them extra time to complete tests may take the test a day early, if necessary, but all tests must be completed by the end of the day the test is scheduled in the syllabus.

## **Professor Bio**

A brief biographical sketch of Dr. Raggio is available at <http://www.bus.lsu.edu/raggio>

**BADM 7100**  
Marketing Administration

**Course Calendar**

**FALL 2008**

<b>Date</b>	<b>Topic</b>	<b>Readings and Assignments</b>
M Aug 25	Course Intro & What is Marketing?	<i>FMM</i> , Ch. 1-3 <i>HBR: Marketing Myopia</i>
W Aug 27	The Marketing Control Statement	<i>Pushing the Numbers in Marketing</i> , Ch. 3, 6
<b>M Sept 1</b>	<b>No Class: Labor Day</b>	
W Sept 3	<b>Hurricane Gustav Cleanup</b>	
<b>M Sept 8</b>	<b>Guest Speaker: Bret Pinson, Pinson &amp; Associates</b>	
W Sept 10	The Marketing Control Statement (cont'd)	MCS practice problems
M Sept 15	<b>Creating Value</b>	<i>FMM</i> , Ch. 4 <i>Sy.Med</i>
W Sept 17		<i>FreeMarkets OnLine</i>
M Sept 22	Preparing written cases	<i>Guidelines for Written Reports in BADM 7100</i>
<b>W Sept 24</b>		<b>Written Case: Aqualisa Quartz</b>
M Sept 29	Creating Value wrapup	
W Oct 1	<b>Choosing Customers</b>	<i>FMM</i> , Ch. 5-7 <i>HBR: Marketing Malpractice</i>
	Segmentation	<i>The Fashion Channel</i>
<b>Sat Oct 4</b>	Choosing Customers/Segmentation/Positioning	<== <b>NEW!!!</b>
<b>M Oct 6</b>	Positioning	<b>Written Case: Saxonville Sausage Company</b>
<b>W Oct 8</b>	<b>Guest Speaker: Stafford Kendall, Covalent Logic</b>	
M Oct 13	Consumer Behavior / Choosing Customers Wrapup	
W Oct 15	<b>Communicating Value</b>	<i>FMM</i> , Ch 12 <i>HBR: Customer Value Propositions in Business Markets</i>
	Advertising and Internet Marketing	<i>MedNet.com</i>
<b>M Oct 20</b>	Pricing	<b>Written Case: Atlantic Computer</b>
W Oct 22	Communicating Value Wrapup / Prep for Exam #1	
<b>M Oct 27</b>	<b>EXAM #1</b>	
W Oct 29	<b>Going To Market</b>	<i>FMM</i> , Ch. 13 & 14 <i>Goodyear: Aquatread</i>
<b>M Nov 3</b>	Distribution Channels	<b>Written Case: Natureview Farm (individual)</b>
W Nov 5	Going to Market wrapup	
M Nov 10	<b>Managing Customers for Value</b>	<i>HBR: Customer Profitability and Lifetime Value</i> <i>Rosewood Hotels &amp; Resorts</i>
W Nov 12	Customer Lifetime Value	<i>Starbucks</i>
M Nov 17	Managing Customers for Value wrapup	
W Nov 19	<b>Branding</b>	<i>FMM</i> , Ch 8, 9 <i>Eastman Kodak Co.: Funtime Film</i>
<b>M Nov 24</b>	Brand Equity/Brand Extensions	<b>Written Case: Mountain Man Brewing Company</b>
<b>W Nov 26</b>	<b>No Class: Thanksgiving Break</b>	
M Dec 1	Catch-up (if required)/Branding wrapup	
W Dec 3	Course Wrapup/prep for Final Exam	

*FMM* refers to *A Framework for Marketing Management* by Kotler and Keller

**NOTE: SYLLABUS AND SCHEDULE ARE SUBJECT TO CHANGE. ANNOUNCEMENT OF CHANGES WILL BE POSTED ON MOODLE.**