

**BUAD 307**  
**MARKETING FUNDAMENTALS**  
Fall, 2017

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**Course web site:** <http://www.BUAD307.com>

**Backup course web sites:** <http://www.PassionForProfit.com> and <http://www.SuperMarketingMan.com> .

**Blackboard:** <http://blackboard.usc.edu>

**Facebook Group:** [Link](#)

**OFFICE HOURS:** Tuesday, 12:15-1:00 p.m.  
Wednesday, 2:00-3:15 p.m.  
Thursday, 11:00 a.m.-1:00 p.m.  
And by walk-in and appointment

Attending lecture is *not* optional!

“CORE” COURSE INFORMATION QUICK REFERENCE: [http://www.buad307.com/core\\_info.html](http://www.buad307.com/core_info.html)

**READING:** Dhruv Grewal and Michael Levy (2016), *M: Marketing* 5<sup>th</sup> ed., McGraw-Hill Irwin, ISBN 978-1259446290. Prior editions will supply most of the needed information. One copy will be placed on reserve in the Fertitta Hall Library.

Jonah Berger (2016), *Contagious: Why Things Catch On*, Simon & Schuster, ISBN-13: 978-1451686586. One copy will be placed on reserve in the Fertitta Hall Library.

CRITICAL COURSE DATES	
Event	Date
Brief Interdisciplinary Paper due	9/19
Project Proposal due	9/25
Midterm	10/10
Applications Paper due	11/28
Last day to turn in papers to substitute for research participation	11/28
Final examination (Thursday, December 7, 2:00-3:45 p.m.)	12/07

CLASS TIMES/ LOCATIONS	Day	Time	Location*
<b>Lecture Session</b>	Tuesday	2:00-3:50 p.m.	Edison Auditorium (HOH EDI)
<b>Discussion Sessions:</b>	Tuesday	6:00-7:50 p.m.	JFF 241
	Wednesday	4:00-5:50 p.m.	JFF 316
	Wednesday	6:00-7:50 p.m.	JFF 316
	Thursday	2:00-3:50 p.m.	JFF 316
	Thursday	4:00-5:50 p.m.	JFF 240

\*JFF = Fertitta Hall; HOH = Hoffman Hall

If special circumstances (e.g., a club meeting or internship interview) call for this, it is fine to attempt to attend a different discussion section from the one for which you are registered. However, students registered for a particular discussion section have priority on the seats.

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**COURSE CATALOG DESCRIPTION:** “BUAD 307 is a fundamentals course. Emphasis is placed on providing a solid grounding in basic marketing terms and concepts. The course also begins to develop a general management viewpoint in the analysis, development, and evaluation of marketing decisions.”

## **COURSE OBJECTIVES**

Upon completion of this course, students should be able to:

1. Apply fundamental marketing terms, concepts, principles, and theories and their effective applications to real-world situations in a global market.
2. Describe how the marketing function is organized and fits into an organization, including the relationships between marketing issues and those of other business disciplines.
3. Make effective marketing decisions in real world settings using critical thinking skills.
4. Effectively communicate marketing analysis
5. Effectively collaborate to analyze marketing options
6. Identify and make judgments about questionable marketing practices by applying an ethical decision framework.
7. Identify and evaluate the advantages, disadvantages, opportunities, and tradeoffs involved in different marketing strategies and choices.
8. Address the dual roles of formal analysis and creativity in designing and implementing effective marketing programs.

<b>TENTATIVE SCHEDULE OF EVENTS</b>			
<b>Week</b>	<b>Date</b>	<b>Topic</b>	<b>Readings</b>
1	8/22	Introduction to Marketing and the Course	
	Discussion	Introduction to Marketing and the Course Term project information In-class Activity: Strategic Retail Reconnaissance Mission	
2	8/29	Marketing Overview	Text, chs. 1, 2
	Discussion	Strategic Reconnaissance Mission team meetings Brief Strategic Reconnaissance Mission team reports Marketing Overview	
3	9/5	Marketing Strategy Ethics and Social Responsibility The Marketing Environment	Text, chs. 4,5
	Discussion	Experiential Learning Center Activity: "Marketing in Action"— <b>PLEASE MEET IN EXPERIENTIAL LEARNING CENTER (ELC) IN THE BASEMENT OF FERTITTA HALL</b>	
4	9/12	Overview of the Marketing Mix (4Ps)	Text, chs. 11, 14 <i>Contagious</i> , Introduction
	Discussion		
5	9/19	Overview of the Marketing Mix (4Ps)	Text, chs. 15, 17, 19 <i>Contagious</i> , ch. 1
	Discussion	<b>BRIEF INTERDISCIPLINARY PAPER DUE.</b> Please upload to Turnitin through Blackboard. You do <i>not</i> need to turn in a "hard" copy. Officially, the deadline is 11:59 p.m., but a grace period until 8:00 a.m. the next morning is in effect where papers can be submitted without penalty.	
6	9/26	Economics of the Internet and e-Commerce	Text, ch. 3 <i>Contagious</i> , ch. 2
	Discussion	<b>PROJECT PROPOSALS DUE AT 9:00 A.M. ON MONDAY, SEPTEMBER 25, REGARDLESS OF WHEN YOUR PROJECT PROPOSAL MEETING IS SCHEDULED.</b> Please upload to Turnitin through Blackboard AND bring a hard copy to your proposal meeting.	
7	10/3	Economics of the Internet and e-Commerce	Text, ch. 16 <i>Contagious</i> , ch. 3
	Discussion		
8	10/10	<b>MIDTERM.</b> Random seating will be assigned. Please bring at least two #2 pencils. Scanron® sheet will be provided. No bluebook is needed. No restroom trips will be allowed during the exam.	
	Discussion	No discussion session meetings.	
9	10/17	Consumer Behavior	Text, chs. 6, 7
	Discussion	Experiential Learning Center Activity: "Washaway Clean"— <b>PLEASE MEET IN EXPERIENTIAL LEARNING CENTER (ELC) IN THE BASEMENT OF FERTITTA HALL</b>	

## TENTATIVE SCHEDULE OF EVENTS

Week	Date	Topic	Readings
10	10/24	Consumer Behavior	Text, ch. 8
	Discussion	Organizational Buying International Marketing	<i>Contagious</i> , ch. 4
11	10/31	International Marketing	<i>Contagious</i> , ch. 5
	Discussion		
12	11/7	Market Research	Text, ch. 10
	Discussion		<i>Contagious</i> , ch. 6
13	11/14	Segmentation, Targeting, and Positioning	Text, ch. 9
	Discussion		<i>Contagious</i> , Epilogue
14	11/21	Marketing Mix II: Putting It All Together	Text, chs. 12, 13
	Discussion	<b>Thanksgiving—NO DISCUSSION SESSION MEETINGS.</b> Please come back recharged!	
15	11/28	Marketing Mix II: Putting It All Together	Text, ch. 18
	Discussion	<b>APPLICATIONS PAPER DUE LAST DAY TO TURN IN PAPERS TO SUBSTITUTE FOR RESEARCH PARTICIPATION.</b>	

Final: Thursday, December 7, 2:00-3:45 p.m. Random seating will be assigned. Please bring at least two #2 pencils. Scantron® sheet will be provided. No bluebook is needed. No restroom trips will be allowed during exams!

### ASSIGNMENT DUE DATES AND TIMES

Unless otherwise specified, papers and other assignments are officially due at 11:59 p.m. on the date indicated. However, things happen and technology (especially Blackboard) does not always cooperate. A grace period until 8:00 a.m. the next morning is in effect where papers can still be submitted without penalty. Blackboard will accept papers after the due date. If you need an extension beyond this, please fill out the petition on the [“Administrative”](#) page of the course web site. Please note that unless a waiver is obtained in advance, all extensions are contingent on continuous attendance in both lecture and discussion until the extended assignment is turned in.

### ACADEMIC ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES

Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to me or the TA as early in the semester as possible. DSP is located in GFS 120 and is open 8:30 a.m. – 4:30 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776. For more information visit <http://dsp.usc.edu/>.

## ACADEMIC INTEGRITY AND CONDUCT

USC seeks to maintain an optimal learning environment. General principles of academic honesty include the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one's own academic work from misuse by others as well as to avoid using another's work as one's own (plagiarism). Plagiarism – presenting someone else's ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. All students are expected to understand and abide by the principles discussed in the *SCampus*, the Student Guidebook ([www.usc.edu/scampus](http://www.usc.edu/scampus) or <http://scampus.usc.edu>). A discussion of plagiarism appears in the University Student Conduct Code (section 11.00 and Appendix A).

Students will be referred to the Office of Student Judicial Affairs and Community Standards for further review, should there be any suspicion of academic dishonesty. The Review process can be found at: <http://www.usc.edu/student-affairs/SJACS/>. Failure to adhere to the academic conduct standards set forth by these guidelines and our programs will not be tolerated by the USC Marshall community and can lead to dismissal.

Discrimination, sexual assault, and harassment are not tolerated by the university. You are encouraged to report any incidents to the *Office of Equity and Diversity* <http://equity.usc.edu/> or to the *Department of Public Safety* <http://dps.usc.edu/contact/report/>. This is important for the safety of the whole USC community. Another member of the university community – such as a friend, classmate, advisor, or faculty member – can help initiate the report or can initiate the report on behalf of another person. *Relationship and Sexual Violence Prevention and Services* (RSVP) <https://engemannshc.usc.edu/rsvp/> provides 24/7 confidential support, and the sexual assault resource center webpage <https://sarc.usc.edu/reporting-options/> describes reporting options and other resources.

## SUPPORT SYSTEMS

Students whose primary language is not English should check with the *American Language Institute* <http://dornsife.usc.edu/ali>, which sponsors courses and workshops specifically for international graduate students. *The Office of Disability Services and Programs* ([www.usc.edu/disability](http://www.usc.edu/disability)) provides certification for students with disabilities and helps arrange the relevant accommodations. If an officially declared emergency makes travel to campus infeasible, *USC Emergency Information* (<http://emergency.usc.edu/>) will provide safety and other updates, including ways in which instruction will be continued by means of blackboard, teleconferencing, and other technology.

## GRADING

Grading will be based on the following course components:

Component	Points	Percentage	Date/Due Date	Form
Midterm	155	25.83	10/10	In-class
Final	195	32.50	12/07	In-class—location TBA
Brief Interdisciplinary Paper	10	1.67	9/19	Turned in through Turnitin on Blackboard
Project	170	28.33	See specific phases below	
Proposal	0 <sup>1</sup>	0.00	Project proposal turned in on Blackboard by	Written proposal turned in to Turnitin on Blackboard; in-person meeting in HOH 603
Project proposal discussion meeting	0 <sup>2</sup>	0.00	Meetings during the seventh and eighth weeks.	Turned in through Turnitin on Blackboard
Applications paper	170	28.33	11/28	Turned in through Turnitin on Blackboard
Research participation	10	1.67	Ongoing at least until the 13 <sup>th</sup> week subject to availability.	See handout.
Class participation <sup>3</sup>	60	10.00	On-going throughout the term.	In-class
<b>TOTAL</b>	<b>600</b>	<b>100.00</b>		

Additional grading issues are discussed in [Appendix A](#).

### EMERGENCY PREPAREDNESS/COURSE CONTINUITY

In case of a declared emergency if travel to campus is not feasible, USC executive leadership will announce an electronic way for instructors to teach students in their residence halls or homes using a combination of Blackboard, teleconferencing, and other technologies.

Please activate your course in Blackboard with access to the course syllabus. Whether or not you use Blackboard regularly, these preparations will be crucial in an emergency. USC's Blackboard learning management system and support information is available at [blackboard.usc.edu](http://blackboard.usc.edu).

<sup>1</sup>Although the project proposal is not graded per se, you must submit one of acceptable quality in order to pass the class.

<sup>2</sup>Although the project proposal meeting is not graded, scheduling and attending one is required as a condition of passing the course.

<sup>3</sup>This may become a negative number if an excessive number of in-class assignments is missed.

## COURSE COMPONENTS

**MIDTERM.** The midterm for the semester is scheduled for October 10, 2017. This exam will cover:

- Classroom material up to and including the unit on the Economics of Internet Marketing and E-Commerce
- Selected material from textbook chapters 1-5, 11, 14-17, and 19
- The introduction and chapters 1-3 of *Contagious*

Study guides for textbook, class, and *Contagious* material will be provided.

A separate study guide lists topics from the textbook that you are expected to have studied before each week's classes.

The midterm will consist of

- Forty-five multiple choice questions (two points each for a total of 90 points)
- Six short answer questions of out which you will be asked to answer any five (10 points each, for a total of 50 points)
- Four "Very Short Answer Questions," out of which you will be asked to answer any three (5 points each, for a total of 15 points)

This midterm and the final will tend to cover *substantive* issues and their implications for actual and hypothetical firms facing various conditions. It is unlikely that you will be asked to regurgitate definitions or provide specific numbers (unless you are specifically warned in class of specific figures that should be remembered). A sample midterm will be posted on the course web site.

If you would like to discuss the grading of your exam, you must do so in my office within one week of the exam being returned in lecture. Please no e-mail questions about the grading of the exam.

If you fail to pick up your midterm on the day it is returned in lecture, you must do so in my office within one week to avoid forfeiture of twenty points.

**FINAL.** The final is scheduled for Friday, December 7 from 2:00-3:45 p.m. (location to be announced). It consist of sixty-five multiple choice questions and will cover:

- Selected cumulative material covered in class and in the textbook as indicated on the study checklist that will be provided (a small portion of the total material covered)
- New class material covered since the midterm
- Selected material from textbook chapters 6-10, 12, 13, and 18
- Chapters 4-6 and the epilogue of *Contagious*

A sample final will be provided.

**PROJECT.** For this course, you will be asked to select

- **A new product or service not currently in existence**
- **An existing product or service that has potential to be targeted to a segment or type of consumers that currently does not use the product (or has very low usage rates)—e.g., video**



games marketed to senior citizens (who want to preserve mental agility and/or play with their grandchildren). The product may need to be modified (e.g., senior citizens may not like violent or explicit video games)

- **An existing product or service that could achieve significant additional sales if distributed through a new channel.** This channel must be realistically available—i.e., retailers, wholesalers, and other intermediaries must want to carry it—e.g., mobile manicurists who show up at a customer’s home or work site
- **An existing product that is sold in one or more countries and can be introduced in another specific country where it is currently not widely used** (e.g., fortune cookies are actually not used in Mainland China).

You will be asked to complete:

- An electronic form proposing the project and responding to selected questions on the target market, product logistics, and business structure
- A scheduled visit to my office (HOH 603) to discuss your proposal
- A list of *at least* fifteen bibliographic sources found using library databases
- One applications paper in which you discuss issues related to chosen topics as these relate to the project.

The applications paper options will be discussed in more detail subsequently, but for now the choices are:

**Option 1—Secondary Market Research:** A discussion of the implications for your proposed venture of the articles that you found in your literature search.

**Option 2—Customer Analysis.** A discussion (based on article research, consumer observation, and/or interviews) of:

- **For products sold mainly to consumers:** Issues in consumer behavior that have implications for the proposed venture (e.g., search strategy, level of category involvement decision making process, shopping occasion, and product category knowledge).
- **For products sold mainly to businesses and organizations as end customers:** Issues in organizational buying—as discussed in Chapter 7 of the text—that have implications for the proposed venture.

The applications paper should be uploaded to [Turnitin](#) through Blackboard. [Instructions for uploading to Turnitin](#) are available on the [course web site](#).

Please note:

- Creativity (within limits of good taste) is strongly encouraged!
- All assignments must be your own work. Although it is acceptable to have other people proof-read and comment on your papers, copying other people’s work or other forms of academic dishonesty will be taken very seriously. Plagiarism may result in very serious sanctions from the University and the issuance of a failing grade in this course. **If more than three consecutive words are used from a source, these words must be put in quotation marks.**
- You should consider any ethical implications of your ideas and analyses.
- The assignments are intended to be fun and to “tap” your ability to apply marketing ideas to managerial situations. Therefore, there is often great latitude in the exact outcome of your

assignment. The most important thing to ask yourself is, “Would this kind of analysis be valuable to a manager paying me as a consultant?”

- Real marketing problems rarely if ever have clear, precise, and objective numerical answers. Thus, it would not be useful to give you “cookie cutter” assignments. There will be some subjectivity in the grading of assignments, but the grading will be more objective than evaluations you will receive at work and your feedback will be much more precise than what you can expect in the industry setting.

Additional guidelines can be found in [Appendix D](#).

**BRIEF INTERDISCIPLINARY PAPER.** In this paper, you will be asked to discuss either (1) implications of something that you learned in another class for marketing or (2) implications of something covered in this class for another class that you have taken. Guidelines for this assignment are in [Appendix J](#).

**PARTICIPATION AND IN-CLASS ASSIGNMENTS.** During most discussion sessions, one or more in-class assignments will be given out. Those who attend and complete these will usually receive credit for attending. Missing a discussion session in whole or in part without truly compelling circumstances is considered both serious moral failure and failure to perform. However, it is assumed that up to three classes may have been missed for legitimate reasons. To be eligible for points for in-class assignments, you must arrive on time and stay for the duration of the class. **Arriving “just a few minutes” late or being in the restroom when the assignment is given counts as not being present.** Late arrivals are inconsiderate to the rest of the class and very disruptive. An allowance of three discussion sessions is generous enough to accommodate unusual situations. If classes beyond that number are missed for legitimate reasons, a make-up assignment can be done to receive credit for the assignment of the day as discussed in [Appendix B](#). Although in-class assignments are usually not administered during lecture sessions, you are expected to attend these in their entirety and you are responsible for all materials covered, announcements made, and collateral effects.

Grading of class participation is discussed in more detail in [Appendix I](#).

**RESEARCH PARTICIPATION.** You will be asked to participate as a respondent in two research studies sponsored by Marketing Department faculty. This is a requirement of the Marketing Department and is beyond the control of the instructor. Any questions on registering for and participating in research studies should be directed to [Brian Huh \(huhb@marshall.usc.edu\)](mailto:huhb@marshall.usc.edu), Manager of the Marshall Behavioral Lab. Each market research session will not last more than 50 minutes. Different studies covering different marketing topics will occur throughout the semester. Students may select the session that fits their schedule.

Individuals who do not wish, for philosophical reasons, to participate in research or are not eligible to participate may complete a substitute assignment for each of the two experiments. Please see [Appendix C](#) for details.

### **CLASS NOTES POLICY**

Notes or recordings made by students based on a university class or lecture may only be made for purposes of individual or group study, or for other non-commercial purposes that reasonably arise from the student’s membership in the class or attendance at the university. This restriction also applies to any information distributed, disseminated or in any way displayed for use in relationship to the class, whether obtained in class, via email or otherwise on the Internet, or via any other medium. Actions in violation of this policy

constitute a violation of the Student Conduct Code, and may subject an individual or entity to university discipline and/or legal proceedings.

## POLICIES

1. Classes should be missed only under truly compelling circumstances. Attending lecture is *not* optional! Please see instructions in [Appendix B](#) for making up classes missed for compelling reasons. Missing an excessive number of classes may result in failing the course. Failure to attend classes regularly is considered both a moral failure and a failure to perform.
2. Office visits are preferable to e-mails for questions that require an elaborate answer (more than two to three lines). Questions whose answers may be of interest to others in the course should be asked on the [course Facebook page](#) rather than by individual e-mail.
3. Extensions on assignments may be given when warranted by individual circumstances. You must fill out the online petition as soon as possible after finding out the circumstances that you believe to justify an extension. The appropriate online form on the course web site should be used. **E-mail petitions omitting information requested on the online form are *not* acceptable.** An actual office hour visit may be required to discuss the circumstances involved. Unless an explicit waiver is obtained in advance, *extensions are expressly contingent on continuous attendance between the original due date and the extended deadline.*
4. Makeup examinations require serious and compelling reasons and appropriate documentation. If at all possible, makeup examinations should be requested and arranged at least two weeks in advance. The appropriate online form on the course web site should be used. **E-mail petitions omitting information requested on the online form are *not* acceptable.** An actual office hour visit will generally be required to discuss the circumstances involved and to present appropriate documentation. Please note that the university has very stringent regulations about makeup final examinations. In general, makeup final examinations are permitted only (a) if the regularly scheduled final examination time and date would conflict with the observation of a religious holiday, (b) under cases of severe illness, or (c) if an individual has three or more final examinations scheduled on the same day. Requests for makeup final examinations based on religious holidays or for students having three or final examinations on the same day should be made no later than Friday, November 15.
5. University regulations on academic integrity are in effect. All work submitted must be your own. **In writing papers, if you take any more than three consecutive words from any source—even if placed in footnotes or in tables—these must be put in quotes.** Even if you do not quote directly, you must still give credit, by way of a citation, to any author’s ideas you use. The university provides serious sanctions for plagiarism. It is my policy to assign a [failing grade for the course](#) to any individual found to have engaged in plagiarism. Please see [http://www.usc.edu/student-affairs/SJACS/pages/students/academic\\_integrity.html](http://www.usc.edu/student-affairs/SJACS/pages/students/academic_integrity.html).
6. Section 11.31 of the [Student Conduct Code](#) prohibits “Dishonesty, such as furnishing false information to any university official, faculty member or office.” It is my policy to assign a failing grade for the course for such violations.
7. Individuals who wish to claim as an excuse that “the dog ate [their] homework” must furnish proof of ownership of a dog of sufficient size to be plausibly able to consume an assignment of the size in question.

## A PERSONAL NOTE

I have a mild case of Asperger's Syndrome, a neurological condition that in effect involves a "trade," albeit involuntary, of certain abilities for others. My symptoms are modest but frequently noticeable—the most significant ones involve difficulty in maintaining effective eye contact (I am often perceived as "staring"), impaired transmission and interpretation of non-verbal communication, excessive sensitivity to noise and other stimuli, poorly controlled body movements, limited spatial ability, and extreme difficulty in "learning" faces. Please understand that my mannerisms are not an indication of lack of interest or regard, that it may take me several weeks to learn your name even if I have a photograph of you available, and that I may need several extra moments to recognize you if we run into each other outside class.

## Appendix A GRADING ISSUES

**University Grading Standards.** The [USC Catalogue, 2016-2017](#) states:

The following grades are used: A – excellent; B – good; C – fair in undergraduate courses and minimum passing in courses for graduate credit; D – minimum passing in undergraduate courses; F – failed. In addition, plus and minus grades may be used, with the exceptions of A plus, F plus and F minus.

Please note that "excellent" refers to a standard greater than merely "good." "Good" is better than merely "fair."

**Marshall School of Business norms.** The Marshall School of Business no longer maintains an express average grade mandate for undergraduate courses. However, faculty are expected to vigorously differentiate between various levels of performance. The reality is that although standards within the School are high, there is considerable variation in the performance of students. **It is appropriate that top students receive a level of recognition greater than the ones who are merely "good."** Thus, it is not realistic for the majority of students to expect to receive the top grades.

Over the last decade, the quality of students admitted to USC and the Marshall School of Business has improved dramatically. Although this higher quality of students should be considered to some extent in grading, the caliber of current Marshall students also means that meeting minimum standards for passing, let alone excelling relative to the norm, is a considerable accomplishment. Although it is intended that students should be appropriately rewarded for the quality of work produced, it is *not* intended that the course should be easy to pass. Individuals who perform poorly on exams, fail to produce papers and assignments of sufficient quality, or miss a significant number of classes should *not* expect to pass the course. Grades of A and A- intended only for students who do *very* high quality work. High quality work is expected for grades of B+, B, and B-. Good work is expected for C grades. Although a passing grade, D represents substandard work. Realistically speaking, however, with the intense competition within the Marshall School of Business means that some students will receive this grade, whether because of insufficient work ethic, inadequate academic preparation for this level of course work, or special difficulty with a particular subject. It is hoped that all students who work diligently will pass the course. However, students who fail to meet minimum standards cannot reasonably expect to receive credit for completing the course.

**Course grades.** Grades for this course will be assigned based on the total number of points accumulated by each individual throughout the term. **Only when all scores are available will it be possible to meaningfully determine grade cutoffs.** Letter grades are not assigned to specific numerical scores on papers, exams, and other material. Attempting to average letter grades on individual assignments and exams will *not* give the same result as that obtained from grades assigned based on total point accumulated for three reasons:

1. *Non-proportionality of the continuous percentage scale and the discrete four point letter grade scale.* Note both (a) the sharp breaking points between two grades—e.g., C+ and B- and (b) the difference magnitudes. For example, on a traditional straight scale, there is only a twenty absolute percentage point difference between a C and an A (e.g., 75% and 95%), but the 4.0 grade point weight is 200% of the 2.0 weight.
2. *Regression toward the mean.* On any given project or exam, an individual's score is likely to result in part from both (a) typical performance level (which may result from study habits, aptitude, or other variables) and (b) situational factors (e.g., having a good or bad day; "luck of the draw" in the selection of questions). Therefore, in a grading environment with a mean score of 3.0, it is much more impressive to receive an A- twice in a row than it is to receive this once; and much more unimpressive to receive a D twice in a row. The result of two consecutive Ds, for example, may translate more into a cumulative effect of D- or F. Grades based on total points are more "diversified," and thus random fluctuations are likely to play a smaller role.
3. *Loss of precision in the conversion of continuous scores to discrete letter grades.* On a straight scale, both 83% and 87% typically represent a letter grade of B.

It is my anticipation to assign grades that, as closely as possible, reflect a "straight" scale. Some curving may be done if exam scores or points as a whole for the entire class are either exceptionally high or exceptionally low.

**Philosophical issues.** Some people have referred to having "points taken off." This is *not* a meaningful way to view grades. Papers are *not* presumed to be perfect, with points being "deducted" for "deficiencies." Rather, grades are based on the overall impression of the work. It is not just a question how many "flaws" exist in the paper, but rather, how much *quality* overall exists. Receiving a perfect score on anything—and especially receiving such scores repeatedly—takes a nearly superhuman person.

It should also be noted that, although for the population as a whole, there is likely to be a pronounced correlation between the amount of effort put into work and the final outcome, **effort does not guarantee outcome.** "Working hard" on an assignment—or in the class as a whole—does *not* guarantee a high grade. The amount work put into a class or a project cannot be used as a legitimate rationale for the assignment of a higher grade.

**Grade changes.** Once course grades have been submitted to the Registrar's office, **it is generally not possible for the instructor to change a grade except if an outright mistake has been made in recording, transcription, or computation.** As stated in the [USC Catalogue, 2016-2017](#):

A grade once reported to the Office of Academic Records and Registrar may not be changed except by request of the faculty member to the Committee on Academic Policies and Procedures on a Correction of Grade form. *Changes should be requested only on the basis of an actual error in assigning the original grade, not on the basis of a request by the student or special consideration for an individual student. Students are not permitted to complete course work after the semester has ended.* [Emphasis added.]

With a class this large, many people will be close to the boundary of letter grade cutoffs. During the past three semesters, several people were only one point away from a respective higher grade. (Many people, of course, were also “just one point” away from a lower grade.) With some 200 students, the total point scores will tend to “cluster” closely together. It is simply not possible to make cutoffs that had wider distances between letter grades under the circumstances.

Please show the decency and professionalism not to request grade changes that are not consistent with University guidelines.

## Appendix B MAKING UP CLASSES MISSED FOR LEGITIMATE REASONS

In general, each individual can miss up to three classes—or parts thereof—without direct loss of credit for in-class assignments. Please note that you must attend a session in its entirety to be eligible for credit for an in-class assignment. **Being “only a few minutes” late or leaving early counts as missing the entire class session.** Arriving late or leaving early is disruptive and inconsiderate to the rest of the class. If you would like to make up possible participation incidents that you would not have an opportunity to rack up when missing a class, please see [Appendix I](#).

If more than three in-class assignments are missed for legitimate reasons, an assignment can be completed to make up for each excess missed assignment in whole or in part.

**Note that the assignment provided must be of a sufficient quality to justify credit for the day. Papers of inadequate quality may receive no credit or credit for a fraction of the day, depending on the quality.** This is not intended to be an easy assignment that can be completed quickly.

Makeup papers should generally be turned in no later than one week after the missed class meeting in question unless a waiver for compelling reasons is obtained in advance.

### INSTRUCTIONS

1. Please fill out the online petition under the “Administrative” section of the course web site at <http://www.buad307.com/admin.html> .
2. Please read
  - a) The textbook chapter(s) relevant to topic(s) covered on the day in question and
  - b) At least three articles from trade or business publications that are relevant to the implications of the topics for a firm of your choice. These articles must come from legitimate periodicals—web sites are generally not acceptable.
3. Please write and upload to [Turnitin](#) through Blackboard:
  - a) A brief description of the reason for the missing the class session.
  - b) A paper—usually ranging from 4-5 pages double spaced pages—discussing implications of the textbook chapter(s) and articles you have read for the firm you have chosen. You must cite each article and the textbook at least once. Credit is contingent on acceptable quality.

### Appendix C

## ALTERNATIVE ASSIGNMENT IN PLACE OF RESEARCH PARTICIPATION

The Marketing Department has mandated that participation in two research studies be part of the requirements for this course. The philosophy is that there is some educational value in getting a feeling for what marketing experiments are like and, further, that since marketing knowledge is heavily based on research, those who study marketing will be asked to help "give back" to the discipline and future students by helping expand this knowledge. Details on this requirement and participating instructions will be posted by the end of the third week of the semester at [http://buad307.com/PDF/Research\\_Participation.pdf](http://buad307.com/PDF/Research_Participation.pdf). The guidelines provide that those who object to participate in the research, or are not eligible, may complete a substitute assignment to attempt to obtain the points available. If you would like to take this route, you may complete a brief paper on *any topic covered in this course*. You should:

- Cite the textbook and at least three articles from legitimate periodicals on the topic, discussing implications of these for a firm of your choice.

Quality is important than quantity, and people differ in their writing styles, but a length of 4-5 pages double-spaced (not including the biographical listing) is generally reasonable.

Please note that full credit for papers is *contingent on quality and is not guaranteed*. Those electing to write a paper should turn this through Turnitin on Blackboard no later than November 28.

### Appendix D

## PROJECT GUIDELINES

For your project, you will be asked to complete a project proposal, and one Applications Paper on one of four options on the potential for introducing one of the following:

- A new product or service not currently in existence;
- An existing product or service that has potential to be targeted to a segment or type of consumers that currently does not use the product;
- An existing product or service that could achieve significant additional sales if distributed through a new channel; or
- An existing product that is sold in one or more countries and can be introduced in another specific country where it is currently not widely used

**A new product or service not currently in existence**—e.g.,

- *An automobile GPS system providing the option of the "least stressful" route.* Note that this represents a modest enhancement to an existing product but one that may be of great value to some customers.
- *Secular values training and leadership programs for children of busy parents not involved in organized religion.* Many church groups and religious organizations such as the Boy Scouts provide values training for children. However, many parents who are not actively involved in religious groups might be uncomfortable with this. At same time, such parents may face time pressures that make it difficult for them to devote as much time as they would like to working with their children to develop good values. This type of program could involve fun activities,



making it popular to children, which may make the participants more receptive to the message provided.

- *Discipline consulting services.* Many parents today have limited time to discipline their children and also feel uncomfortable making the children feel bad. They may view certain disciplinary practices as being outdated, but yet not know of clear alternatives and the likely consequences of different choices. A consultant may help parents set up a discipline program that weights the parents' values while adding in the experience that can be related by the consultant. An alternative would be a program to train "certified discipline consultants" who would then provide the services.
- *Carry-on suitcase with notebook computer tray.* In most airport lounges, there are seats but few if any tables in the flight boarding areas. It would therefore be handy for many travelers to have a tray on their carryon suitcases that could be pulled out when the suitcase was standing up, serving as a small table for the computer.

**An existing product or service that has potential to be targeted to a segment or type of consumers that currently does not use the product** (or has very low usage rates)—e.g.,

- *Video games marketed to senior citizens* (who want to preserve mental agility and/or play with their grandchildren)
- *Ergonomic clip-on earrings for toddler girls.* In recent years, technological advances has made it possible to create non-pierced earrings that are relatively comfortable to wear. These are currently quite expensive and are being bought mostly by professional adult women. At the same time, many girls today are having their ears pierced at an increasingly early age. Creating a comfortable alternative may allow the girls to hold off having their ears pierced until they can make a personal and more informed decision.
- *Noise cancelling headphones for children vulnerable to distraction.* Many children (and adults) suffering from attention deficit-hyperactivity disorder (ADHD) and related conditions are very vulnerable to distractions in the environment. Currently, Bose makes some very high end noise cancelling headphones that are typically used by high income professionals and executives during travel. Many families may not be able to afford the current price of several hundred dollars, depending on the model. However, if the marginal (variable) cost of producing additional units, once the product has been developed, is relatively low, it may be possible to create a cheaper version for children. Making this set bright pink or orange would discourage the original segment from choosing this cheaper version.

The product may need to be modified (e.g., senior citizens may not like violent or explicit video games).

**An existing product or service that could achieve significant additional sales if distributed through a new channel.** This channel must be realistically available—i.e., retailers, wholesalers, and other intermediaries must want to carry it—e.g.,

- *Financial planning programs sold through churches, synagogues, or mosques.* Many individuals fail to plan and save adequately for retirement and large expenses such as their children's college expenses. Some people may not trust any financial advisors and others do not get around to seeking one out. However, an advisor screened by the religious organization is likely to be more credible. If appropriate, issues of financial planning, as they relate to the religion, could be discussed during services to increase motivation to seek out appropriate services.
- *Groceries being delivered to car pool or van pool departure sites.* Many consumers with long commutes have difficulty finding the time and energy to go grocery shopping. There are



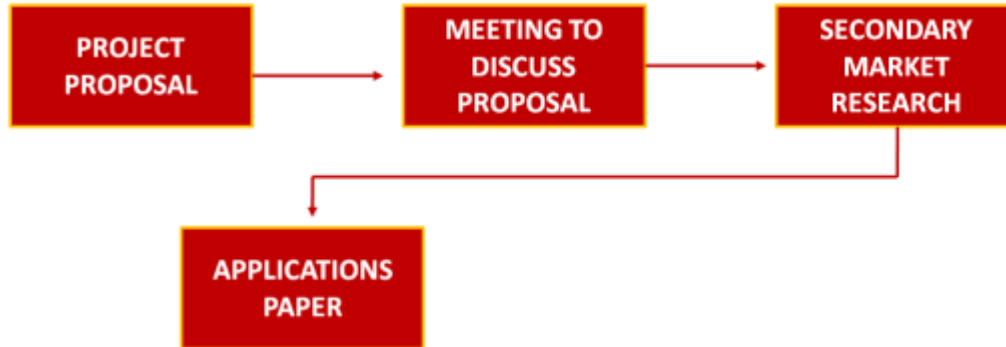
services that deliver groceries to people's homes, but this is difficult when the consumer is not home during the day time, especially when perishable products are being involved. Some communities provide parking lots where people drive locally, park, and join a car or van pool. Orders could be taken in the morning for delivery at that same location in the evening. For car or van pools that pick and drop off passengers directly at their homes, a brief stop could be made at a pick-up site.

- *Native American crafts sold through catalog as fundraisers for organizations whose members distribute the catalogs and take orders.* Many Native American crafts are produced on reservations that are often far from densely populated areas. Different tribes or groups in different regions are also likely to produce products of different styles. By offering a catalog that featured a large number of different products from different regions, consumer choice would be greatly increased. Various organizations that seek to raise revenue and participate in socially responsible activities at the same time may find this type of arrangement attractive.

**An existing product that is sold in one or more countries and can be introduced in another specific country where it is currently not widely used—e.g.,**

- *Fortune cookies, which are actually generally not used in Mainland China.* These might be positioned as a cool “Western” product.
- *Foreign cuisines and restaurants introduced into a new country.*

PROJECT COMPONENTS		
Component	Description	Due date
<b>Proposal</b>	An electronic form will guide you through a description of your proposed venture, the value intended for customers, and a number of practical and logistical issues.	9/25, 9:00 a.m.
<b>Office visit</b>	During your scheduled appointment, your proposal will be discussed. You will be asked questions and will receive comments.	6 <sup>th</sup> through 8 <sup>th</sup> weeks
<b>Search for secondary sources</b>	A list of <i>at least</i> fifteen high quality sources useful for making decisions regarding the proposed venture. Individuals aiming for an above average grade are encouraged to find a more impressive number. Sources should generally involve articles and reports written by professional journalists and/or analysts. <b>Firm and organizational web sites are generally not acceptable. “Articles” from PR Newswire represent organizational news releases and are not acceptable.</b> It is fine to find articles directly from the publication's web site, but you must provide a complete citation including author name (if available), title of the article (if applicable), publication name, and the year of publication. <b>Sources with no date indicated are not acceptable.</b> The date of access is not an indication of when the article was written. Sources should be sufficiently current to meaningful for the topic in question. For examples, for topics such as information technology and Chinese consumers, sources older than 2-3 years are unlikely to be meaningful.	With final applications paper
<b>Applications paper</b>	A paper which applies selected course ideas to the proposed venture	11/28



The applications paper should not exceed ten double spaced pages in length. Although quality is more important than quantity, it is expected that typical applications papers will run from 7-9 double spaced pages. **Conciseness and the use of bullet points, when appropriate, are highly encouraged.**

The applications paper should start with a brief statement—no more than five lines—reminding the reader of the proposal. For example:

**PROPOSAL:** SeniorVideo would offer video games for senior citizens who wish to maintain their mental and sensory motor agility.

**IMPORTANT NOTE:** A “cut and paste” job that involves a large proportion of directly quoted material raises serious questions of whether the writer really knows and understands the material. Therefore, you should paraphrase—that is, put the information from a source in your own words rather than quoting directly—whenever possible. **No applications paper containing more than 15% directly quoted material is eligible for a score of 70% or higher. No paper with more than 20% quoted material will receive more than 50%. Any paper with more than 25% quotations will receive a score of 0.** Note: Turnitin ratios of “non-original” content will be higher than the actual amount of quotations since references and certain other material are likely to be counted. Thus, you should not be alarmed at the estimate presented. Please see Appendix F for additional guidelines.

## Applications Paper:

### Option 1—Secondary Market Research

Based on the sources that you identified for the Library Database Resource List assignment and/or other books and articles you have identified since, please discuss the significant issues you see from your research. You should cite at least fifteen sources. Relevant issues will vary among ventures, but some issues that may be of interest are:

- Characteristics, resources, and potentials of direct or indirect competitors for your venture
- Characteristics of the target market and significant differences from other segments
- Insights learned from the introduction of other products that have relevant similarities to the one in question
- The extent of dissatisfaction with the current situation or offerings among members of the target market

- Appropriate issues in pricing, distribution, and promotion
- Societal and/or other environmental changes that may favor or complicate the proposed offering
- Issues that will need to be researched to make a decision on entry into this market
- Ethical issues (if significant)
- Issues of technological feasibility

Your discussion should emphasize issues of managerial importance—considerations in whether and how you might introduce this product. The [managerial implications](#) should be sufficiently well developed and discussed explicitly.

### MANAGERIAL IMPLICATIONS

Managerial implications refer to the practical use of the information and/or observations made for making decisions--e.g., whether to go ahead with a venture, how much to invest, which distribution system to use, or how to allocate the firm's budget among items such as research and development, advertising and promotion, and market research. In other words, how is the information practically useful for a manager?

#### CHECKLIST:

- ✓ The paper starts with a brief reminder of the proposal description (no more than five lines).
- ✓ The research is based on legitimate books, periodicals, and other quality and objective materials. Most web sites not associated with quality periodicals are *not* acceptable.
- ✓ At least ten quality and sufficiently current sources have been expressly cited and at least fifteen sources have been listed.
- ✓ All sources are clearly cited. A citation includes at least the author(s) name(s), if available, the year of publication, and article title (if applicable). **A hyperlink is NOT a legitimate citation!**
- ✓ A bibliography or list of sources is included.
- ✓ [Managerial implications](#) are sufficiently developed and emphasized.
- ✓ Reasoning for conclusions is clearly articulated.
- ✓ Ideas are spelled out in sufficient depth to be meaningful. Generally, for a topic to be discussed meaningfully, several paragraphs are necessary. Please note that one of the most frequent comments on papers is “Any specifics?”
- ✓ Any assumptions are clearly identified.
- ✓ The term “etc.” (or other ambiguous terms) is *not* used.
- ✓ Sensationalistic terms such as “revolutionary” are avoided.
- ✓ **Direct quotations have been minimized. Whenever possible, sources have been paraphrased.**

A draft of the evaluation form for this assignment is available on the course web site but is subject to revision.

### REMINDER

In papers and assignments, if you take more than *three consecutive words* from a source, these must be put in quotes or indented as an extended quotation.

You must also cite any source you use even if you do not quote directly.

#### Option 2—Customer Analysis

**For products and services aimed primarily at consumers**, this option involves a discussion (based on reading, consumer observation, and/or interviews) of issues in consumer behavior that have implications for the success of the venture. The following are *examples* of ideas you may want to discuss, but not a required list. Some people choose to go in large part with this this; some address some of these topics and others; and some choose mostly other issues.

- Consumer information search strategy
- Consumer product category knowledge
- Level of category involvement in the decision making process
- Typical characteristics of the shopping occasion and situational influences relevant to the product category, target market, and distribution channel
- Procedural knowledge required to use the product
- Social and/or family influences on product choice and/or selection;
- Means-end associations with the product
- Consumer attitudes toward the product category and/or brands involved (reminder: attitudes have three specific components)

**For products and services aimed primarily at businesses or other organizations as end customers**, this option involves a discussion (based on reading, consumer observation, and/or interviews) of issues in organizational decision making and practices (as discussed in Chapter 7 of the text) that have implications for the success of the venture—e.g.,

- Strategic alliances
- Relationship marketing
- Demand types
- Buying practices (e.g., reciprocity)
- Types of purchases
- Buying centers
- Evaluative criteria
- Buying situations

In your discussion, you should be sure to **emphasize managerial implications of the consumer behavior or organizational buying issues that you raise**. You may want to discuss ethical issues—e.g., consumer decision making approaches

for certain low involvement products that make them vulnerable to deceptive or confusing marketing claims.

**You should cite at least five secondary sources. In addition, you must include a list of at least fifteen sources (which may include the ones that you have cited).**

If you perform primary research (e.g., interviews or surveys), you should clearly state your procedure and the sample size involved.

**IMPORTANT NOTE:** This is *not* intended to be an “easier” assignment than Option 1. Strong analysis and applications are expected.

**CHECKLIST:**

- ✓ The paper starts with a brief reminder of the proposal description (no more than five lines).
- ✓ The discussion is tailored to the specific venture (rather than being overly general without specific applications)
- ✓ Ideas are spelled out in sufficient depth to be meaningful. Generally, for a topic to be discussed meaningfully, several paragraphs are necessary. Please note that one of the most frequent comments on papers is “Any specifics?”
- ✓ The analysis emphasizes [managerial implications](#) of your reading.
- ✓ Any assumptions are identified.
- ✓ Any primary research performed is clearly documented.
- ✓ The term “etc.” (or other ambiguous terms) is *not* used.
- ✓ At least five high quality and sufficiently current secondary sources have been cited.
- ✓ Sensationalistic terms such as “revolutionary” are avoided.
- ✓ A list of at least fifteen relevant sources is included.
- ✓ Direct quotations have been minimized. Whenever possible, sources have been paraphrased.

A draft of the evaluation form for this assignment is available on the course web site but is subject to revision.

## Appendix E

### QUALITY OF SOURCES USED IN RESEARCH

**Sources That Are Likely to Be of Higher Quality:**

- **Books**
- **Periodicals**—can be found through library databases such as Lexis-Nexis and ABI/Inform
  - **General news** (Note: These sources are sometimes available online and it is fine to use any online version).
    - **Newspapers**—e.g., *Los Angeles Times*, *Wall Street Journal*, *Financial Times*
    - **Magazines**

- **Business oriented**—e.g., *Business Week, Fortune, Forbes, American Demographics*.
- **General**—e.g., *Newsweek, Time, Economist*
- **Specialty magazines**—if appropriate and relevant—e.g., *PC Magazine*
- **Trade publications**—e.g., *Air Cargo World, Ice Cream Reporter*
- **Reference Directories**—e.g., *Best Customers*
- **Government publications**—e.g., *Statistical Abstracts of the United States*
- **Selected web sites from credible sources:** U.S. Government, United Nations, World Bank.  
(Note: Most other web sites are not appropriate).

### A NOTE ON WIKIPEDIA

Studies seem to suggest that Wikipedia tends to be about as accurate as established commercial print encyclopedias. It is, however, a source that is intended primarily to provide *general* information. You can use Wikipedia as *one* source (even if you consult different entries within Wikipedia). However, this source should at most account for a small percentage (e.g., 5%) of your total citations.

#### Sources That Are Likely to Be of Low Quality and/or to Be “Suspect” in Some Way:

- **Articles from “PR Newswire” or similarly named sources.** These are public relations messages that firms pay to send out.
- **Most web sites:**
  - **Private sites.** The person who wrote this may not be qualified to discuss this issue, may have done a sloppy job, or may have a special interest. This includes sites hosted on “.edu” domains unless the writer is clearly identified as a professor or researcher. If the source is credible this way, you must identify this fact in the citation.
  - **Company sites.** These are glorified advertisements for the firm and are intended to make the firm look good. Accuracy may be less important to the firm than coming across well!
  - **Trade group sites.** These are supposed to make the industry look good. See above!
  - **Foreign government sites.** Many of these are intended to make the country look good. Some countries do not have the resources to collect accurate information. Much of the information contained may represent wishful thinking rather than reality. In some countries, some of the “information” may also be compiled by “volunteers” from firms that have a vested interest in promoting a certain view of reality.
  - **Political, social, or organizational sites.** Sites run by religious groups, social or ethnic groups, political groups, or other groups that exist to promote one kind of viewpoint, policy, or “truth” cannot be taken at face value.
- **Company advertisements and annual reports.** Selected objective and audited information may be useful, but management opinions and claims are suspect.
- **Trade group brochures.** Again, the publisher has an agenda!

For sources to be meaningful, these must be reasonably current. This topic is discussed in more detail in the handout on secondary sources which will be distributed in class, but generally, with rapid rates of change, articles on technology on countries such as China are likely to be obsolete after 2-3 years. For

food products, on the other hand, some articles that are 5-10 years old might be used (with appropriate caution).

Yes, it is easier to try to find things through search engines such as Google rather than consulting a reputable source. It is also easier to guess! Neither approach is acceptable.

## FACTS ARE LITERALLY A DIME A DOZEN!

You can buy an almanac with more than 2,400 facts  
for less than \$10.00.

**What counts is identifying relevant  
facts and their implications.**

### Appendix F: NOTES ON QUOTATIONS, PARAPHRASING, AND CITATIONS

**Quotations and paraphrasing.** Generally, it is better to *paraphrase* statements made in articles and other documents. **A direct quote of more than a few words should ordinarily be used only under exceptional circumstances**—e.g., when it is exceptionally succinct, insightfully phrased, ironic, otherwise forceful, or revealing, as appropriate, of a significant player’s personality, predisposition, or strategy.

Note that occasionally using just a few judiciously selected words from a quote may add a nice flavor. For example:

John Smith, lead petrochemicals analyst at Arthur Anderson & Co., remarked that it is “quite unlikely” that Nigeria will be able provide a “sufficiently dependable” supply of benzene for major industrial customers.

Frequently, direct quotes tend to be longer than a good paraphrase, and the reader will not be spending time thinking about what kind of point the direct quote was intended to make.

If you do decide to use a quote, it must be *introduced* in some way—e.g.,

According to Jack Intrascopolus, a leading authority on “hiphopponomics” (the economics of hip hop music), “The prospects for hip hop music in the Middle East, at the moment, appear to be....”

**Citations.** In all papers, you must cite your sources in the body of the text and provide a complete bibliography at the end of the paper. You must cite a source when you use information from it even if you do not quote directly. For example:

It appears that hip hop music has so far met success in North America, Western Europe, and certain more affluent Asian countries, with penetration in Latin America and the Middle East so far being more limited. (Intrascopolus, 2016).

(The author's last name and the year of publication are put in parentheses at the end of the sentence). The source should be listed completely (author, title, publication, date, and, if available, page numbers) at the end of the paper. E.g.,

Intrascopolus, James Q. (2016), "Rapping Against a Cultural Wall," *International Journal of Hiphoppology*, 4(2), 423-450.



**Appendix G:  
INDICATORS OF SUPERFICIALITY:  
AVOIDING HYPERBOLE, CLICHES, AMBIGUITY,  
AND EMPTY "BUZZ WORDS"**

The following are examples of statements made in cases that will tend to prejudice an educated and thoughtful reader against the writer.

**MEANINGLESS AMBIGUITY**

- "StarMedia should focus on the community it offers, which Latin Americans seem to be demanding, to maintain their early mover advantage."
- "... StarMedia needs to, nonetheless, persevere and to establish itself as a leader in developing and tailoring the market to appeal to Spanish speakers. However, the company must be careful to steer clear of stereotyping and must always be educated and ware of the complexities and the uniqueness of the region."

**HYPERBOLE**—general statements that at best represent exaggerations and ambiguity—e.g.,

- "[StarMedia] need only continue the following programs for prosperity in the future." [First of all, unless the "programs" in question have been specified very precisely, the statement is not meaningful. Secondly, the term "prosperity" is not a business term and is overly vague. Thirdly, there is authority or compelling reasoning to suggest that the programs will continue to work in the future.]
- "Having all these partnerships make it difficult for StarMedia to lose overall market share..." [In truth, losing market share (unlike body weight!) is very easy. A more meaningful statement might be that these partnerships might "help ameliorate threats to market share."]
- "Everyone has been trying to get a piece of the Spanish-speaking Internet market."



**CLICHES**—“over-worn” phrases or “dime-store philosophy”—e.g.,

- “... has grown by leaps and bounds.”
- “Time will only tell what will become of StarMedia...”

**EMPTY “BUZZ WORDS”**—fancy terms mean very little when it is not demonstrated that the writer fully understands what they mean and how they apply in the respective context—e.g.,

- “Here are three factors that would allow StarMedia to succeed:
  - “Leveraging technological capabilities. [There is no indication that the writer has thought of how the term applies here—but it sounds fancy and profound!]
  - “Forging corporate partnerships early on. [When exactly should these happen? The firm has been in operation for some time now—is it too early, too late, or about time now? What kinds of partnerships should be forged?]
  - Collaborating with customers.” [How?]
- “StarMedia should compete in Latin America and the U.S. by being aggressive and leveraging its brand names, advertisers, and strategic partners.” [Easier said than done! Some relatively specific suggestions are needed for this mouthful to have any value.]

**STATEMENTS WITHOUT ARTICULATED OR ADEQUATELY IMPLIED LOGIC** [Note: Some of these conclusions might have had merit if supporting evidence or reasoning were to follow immediately after their assertions.]—e.g.,

- “[StarMedia] is the leading Internet site in Latin America, with many dependent customers, so it will continue to grow.”
- “[StarMedia] has developed seven different versions ad... This is why StarMedia has survived and why it has been so popular, and why it will continue to be.”
- “One way for StarMedia to generate more revenues is to advertise more.”
- “With a low stock price, but with strong future annual reports, more investors will begin to invest.” [What is a “strong annual report” and how do we know that these will occur in the future?]

**OVERLY GENERAL OBSERVATIONS**—e.g.,

- “[It] would be more advantageous for Maytag to pursue entry into the Japanese market in conjunction with enterprises that are well entrenched in the market and can bring considerable knowledge and experience to the partnership. Simply, these partnerships should share complementary strengths in business, brands, and products.”

## **Appendix H USING TURNITIN TO SUBMIT ASSIGNMENTS**

The project proposal, applications paper, list of project sources, and any makeup assignments should be uploaded to the Turnitin feature of Blackboard. Documentation more detailed than the notes below is available at

[http://guides.turnitin.com/03\\_Integrations/Blackboard/Blackboard\\_Learn/Blackboard\\_Basic/Student\\_User\\_Manual/01\\_Submitting\\_a\\_Paper](http://guides.turnitin.com/03_Integrations/Blackboard/Blackboard_Learn/Blackboard_Basic/Student_User_Manual/01_Submitting_a_Paper) .

To upload a document to Turnitin:

1. Enter Blackboard at <http://blackboard.usc.edu> .
2. Select this course from the courses listed on "My USC."
3. Go to the "Assignments" section.
4. Select the assignment in question (i.e., proposal, applications paper, makeup assignment).
5. Specify the title of the document uploaded (e.g., "Applications Paper—Identity Wiper") and select the file to be uploaded.

submit paper: by file upload (step 1 of 2)

choose a paper submission method:

single file upload

submission title \*

Requirements for single file upload:

- File must be less than 20 MB
- File Types allowed: MS Word, WordPerfect, PostScript, PDF, HTML, RTF and plain text.

If your file exceeds 20 MB, [read suggestions](#) to meet requirements

browse for the file to upload \*

6. Click on "Upload."
7. You may see your paper in a distorted format displayed at this time. This is fine since I read the original word processing file rather than what is being displayed. **Please DO NOT e-mail another copy of the paper as a "backup!"**

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Preview Paper

BUAD 307  
October 9, 2006  
APPLICATIONS PAPER  
OPTION #1  
THE IDENTITY WIPER:  
SECONDARY MARKET RESEARCH  
PROPOSAL: The Identity Wiper would consist of software that would change personal information—such as the names of a child and family member, birthdays, city of residence, phone numbers, and e-mail addresses—to bogus values in order to prevent children from giving out information that might be abused by online predators or others who might abuse this information.

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Penny P. Profit  
December 16, 2014

APPLICATIONS PAPER  
Penny P. Profit  
December 16, 2014

SECONDARY MARKET RESEARCH

INTRODUCTION: Research is a systematic and planned collection and analysis of data and facts that are pertinent to a problem or a decision. It is a process that involves the identification of relevant information, the collection of that information, and the analysis and interpretation of that information to provide a basis for decision-making.

Development and Growth of Colleges and Universities

Understanding Students: The [College Board](#) reports that the following patterns are used to evaluate student performance on college entrance exams: (1) minimum passing score is 1600, (2) 1600-1700 is considered a "good" score, (3) 1700-1800 is considered a "very good" score, (4) 1800-1900 is considered a "superior" score, and (5) 1900-2000 is considered a "distinguished" score.

Market Share of Business Schools: The Market Share of Business Schools report is an annual survey of business schools in the United States. The report provides information on the performance of business schools in the United States. The report is based on data from the [AACSB](#) and the [EFMD](#).

Over the last decade, the quality of students admitted to the Market Share of Business Schools has improved significantly. Although the highest quality of students admitted to the Market Share of Business Schools has improved significantly, the Market Share of Business Schools has also seen a decline in the number of students admitted to the Market Share of Business Schools. This is due to a number of factors, including the decline in the number of students who are interested in attending business schools, the decline in the number of students who are qualified to attend business schools, and the decline in the number of business schools that are willing to accept students.

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Applications Paper  
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The Provost's office has asked that the following statement be sent to students in courses where Turnitin is used:

"USC is committed to the general principles of academic honesty that include and incorporate the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one's own academic work from misuse by others as well as to avoid using another's work as one's own. By taking this course, students are expected to understand and abide by these principles. All submitted work for this course may be subject to an originality review as performed by Turnitin technologies (<http://www.turnitin.com>) to find textual similarities with other Internet content or previously submitted student work. Students of this course retain the copyright of their own original work, and Turnitin is not permitted to use student-submitted work for any other purpose than (a) performing an originality review of the work, and (b) including that work in the database against which it checks other student-submitted work."

### **Appendix I: GRADING OF CLASS PARTICIPATION**

During most discussion sections starting in the third or fourth weeks of class, it will be possible to earn "participation incidents" for constructive participation in discussion. These incidents are *not* "points" per se.

For each acceptable instance of participation, an "incident" will generally be awarded. Truly exceptional instances may be rewarded with up to four incidents. A maximum of five incidents may be earned per discussion session. No points will be given for participation during lecture sessions. To receive your incidents, you must display the "participation ID" sign that will be distributed during the third or fourth weeks of class. Ten incidents will be deducted for each instance of unconstructive participation (e.g., repeating what has already been said or apparent bad faith at participation with poor quality). There is no limit to the number of incidents that may be deducted during any class meeting.

It is anticipated that the class participation score will be computed as follows:

1. If no more than three in-class assignments are missed, a baseline score of 35 is entered.
2. Credit for participation incidents is added. This score is based on both the total number of sessions in which one or more participation incidents were earned and the square root of the total number of incidents for the entire semester. Please note that racking up the maximum five points each session is *not* going to give you a high score by itself—this requires a positive adjustment for quality.
3. An adjustment for quality and other relevant factors—positive or negative—may be made for certain individuals.

4. Individuals who missed more than three in-class assignments without appropriate makeup assignments will have twenty points deducted for each assignment missed in excess of three. For example, an individual who misses seven assignments will have  $(7-3) * 20 = 4 * 20 = 80$  points deducted. **This may result in a negative score for class participation overall.**
5. Total points will be capped at a maximum of the full 60/60.

Individuals who are severely uncomfortable participating in class discussions may perform a substitute assignment for as many discussion sections as desired. Please:

1. Find a legitimate article from a newspaper, magazine, or trade journal on the topic scheduled for the discussion session in question in a legitimate periodical. This may be accessed online, but an ordinary web site does NOT qualify.
2. Discuss what the article says (no more than one page).
3. Discuss the implications of what is being said for a firm of your choice. This discussion should not exceed 1.5 pages.

**Any “discussion substitute” assignments must be turned in in “hard” copy *before* the beginning of the discussion session in question. You must be present for the entire discussion section in question to receive participation incident points.**

## Appendix J BRIEF INTERDISCIPLINARY PAPER GUIDELINES

### BACKGROUND

This brief assignment intended to provide you with an opportunity either to (a) find a way in which marketing principles can be applied within the context of another discipline or (b) how concepts which you have studied in another course are relevant to marketing.

### EXAMPLES

Below are some examples of how concepts from other disciplines have implications for marketing.

#### Accounting

- What are the implications of inventory valuation policy for marketing? For example, what are the implications of the use of “Last-In, First-Out” (LIFO) valuation on the willingness of a firm to deplete its inventories?
- How can the value of a brand be determined?
- How can accountants, discouraged by professional standards from advertising, communicate the quality of their services?

#### Finance

- How should risky projects—such as new product introductions— be evaluated?
- What is the value of patents, copyrights, distribution access, brand names, and marketing knowledge of a takeover target?

#### Macro Economics

- What types of products are most vulnerable to consumer cutbacks in bad economic times? Are there products whose sales actually increase? Note that counter-intuitive examples are more interesting.

#### Sociology

- To what extent do brand preferences in one or more product categories “transfer” from parents to their sons and daughters?
- Do immigrants to the U.S. who are fluent in English tend to prefer advertisements in English or in their native languages?

#### Information Systems/Operations Management

- Uses of information system technology in marketing decisions.
- Simulation of the impact of product introduction.

#### Fashion Design

- What types of attire are more effective for sales persons to wear? Does this depend on the product category and/or other factors?
- Some research shows that men’s wear tends offer greater durability than women’s wear does. One hypothesis advanced to explain this phenomenon is that that women tend to prefer to switch to new clothes more quickly than men do. Is this correct? Could there be a market for more durable women’s wear?

#### Statistics

- How can future demand for a product be estimated or forecast based on past sales and/or other factors?

#### Physics

- Aluminum manufacturers have advertised that beverages in cans cool more quickly than in glass and plastic bottles. What causes this difference, how large is it, and how can this best be communicated to consumers?

#### Music

- To what extent and how does music played in retail stores affect the behavior of consumers?
- Under what circumstances is the use of music in advertising more likely to be effective?

#### Organizational Behavior

- How can marketing effectively relate to other functions in the organization?

#### International Business/Anthropology

- What are some differences between cultures that have caused companies to experience problems in transferring products and marketing strategies between countries?

#### Psychology

- How can companies that manufacture fragile or dangerous products increase the likelihood of consumers reading and complying with instructions and warning labels?
- Is it useful to mention something positive (but not very important) about competitors' products in your advertisements? Research on two the persuasiveness

sided arguments has something to say about that.

- How many shades of red lipstick do you need to have a complete line? Do estimates by males and females significantly differ?
- What, if anything, can airlines do to attract customers who are scared of flying?

#### Engineering

- The cost of producing a product tends to decline dramatically with 'experience' or cumulative production. What are the implications of this for product introduction and pricing strategies?

#### Political Science

- How are principles of positioning useful in political campaigns?
- How can candidates of the two major parties best appeal to independent or "swing" voters without losing votes in their main constituency?

#### Sports Management

- To what extent does the athletic success of a university affect the number of applications received and student choice on which institution to attend? Are any sports other than football especially important here?
- Under what conditions are product endorsements by athletes likely to be more impactful?
- In what ways do athletes tend to "brand" themselves, both for purposes of getting product endorsement deals and to influence how they are perceived by fans?

#### IMPORTANT NOTES:

- You should expressly identify the specific course with which you are making the comparison.
- You should make *express reference to issues discovered in course or the textbook for the course*.
- Merely discussing the marketing of a specific product is *not* sufficient. **You must integrate ideas from another discipline.**

#### SOURCES OF INSPIRATION AND INFORMATION

- *Textbooks from other courses.* Do some concepts seem to have implications for marketing, or could marketing principles be applied to some ideas?
- *Lectures and other classroom materials from other courses.*

#### RESEARCH AND WRITING

This is intended to be a modest assignment, and you are not expected to put a great deal of time into it. Your write-up should not exceed two and a half pages, double spaced.

**Appendix K**  
**ALIGNMENT OF COURSE LEARNING OBJECTIVES WITH MARSHALL'S SIX**  
**UNDERGRADUATE PROGRAM LEARNING GOALS**

Goal	Marshall Program Learning Goal Description Covered in this Course (Goals 1-6, and relevant selected sub-goals)	Emphasis/ Relation to Course Objectives	Relevant Course Topics
1	<p><b>Our graduates will understand types of markets and key business areas and their interaction to effectively manage different types of enterprises</b></p> <p>1.1 Students will demonstrate foundational knowledge of core business disciplines, including business analytics and business economics</p> <p>1.2 Students will understand the interrelationships between functional areas of business so as to develop a general perspective on business management</p> <p>1.3 Students will apply theories, models, and frameworks to analyze relevant markets (e.g. product, capital, commodity, factor and labor markets)</p> <p>1.4 Students will show the ability to utilize technologies (e.g., spreadsheets, databases, software) relevant to contemporary business practices</p>	<p><b>Moderate</b> (course learning objectives 1 and 2)</p>	<p>Customer value, strategy, segmentation, pricing, promotional and media planning</p>
2	<p><b>Our graduates will develop a global business perspective. They will understand how local, regional, and international markets, and economic, social and cultural issues impact business decisions so as to anticipate new opportunities in any marketplace</b></p> <p>2.1 Students will understand how local, regional and global markets interact and are impacted by economic, social and cultural factors.</p> <p>2.2 Students will understand that stakeholders, stakeholder interests, business environments (legal, regulatory, competitor) and business practices vary across regions of the world</p>	<p><b>Moderate</b> (course learning objectives 1, 2, and 6)</p>	<p>International marketing, consumer behavior, ethics, social responsibility, legal issues, segmentation and target marketing</p>
3	<p><b>Our graduates will demonstrate critical thinking skills so as to become future-oriented decision makers, problem solvers and innovators</b></p> <p>3.1 Students will understand the concepts of critical thinking, entrepreneurial thinking and creative thinking as drivers of innovative ideas</p> <p>3.2 Students will critically analyze concepts, theories and processes by stating them in their own words, understanding key components, identifying assumptions, indicating how they are similar to and different from others and translating them to the real world</p> <p>3.3 Students will be effective at gathering, storing, and using qualitative and quantitative data and at using analytical tools and frameworks to understand and solve business problems</p> <p>3.4 Students will demonstrate the ability to anticipate, identify and solve business problems. They will be able to identify and assess central problems, identify and evaluate potential solutions, and translate a chosen solution to an implementation plan that considers future contingencies</p> <p>3.5 Students will demonstrate the ability to be accurate, clear, expansive (thorough, detailed) and fair-minded in their thinking</p>	<p><b>Moderate</b> (course learning objectives 1, 2, and 3)</p>	<p>Strategy, market research, pricing, competitor analysis, target marketing, positioning</p>
4	<p><b>Our graduates will develop people and leadership skills to promote their effectiveness as business managers and leaders.</b></p> <p>4.1 Students will recognize, understand, and analyze the motivations and behaviors of stakeholders inside and outside organizations (e.g., teams, departments, consumers, investors, auditors)</p> <p>4.2 Students will recognize, understand and analyze the roles, responsibilities</p>	<p><b>Moderate</b> (course learning objectives 2, 3, 4, and 5)</p>	<p>Strategy and organizational mission, ethics and social responsibility, segmentation, targeting, and</p>



Goal	Marshall Program Learning Goal Description Covered in this Course (Goals 1-6, and relevant selected sub-goals)	Emphasis/ Relation to Course Objectives	Relevant Course Topics
	and behaviors of effective managers and leaders in diverse business contexts e.g., marketing, finance, accounting, 4.3 Students will understand factors that contribute to effective teamwork		positioning, new product development
5	<b>Our graduates will demonstrate ethical reasoning skills, understand social, civic, and professional responsibilities and aspire to add value to society</b> 5.1 Students will understand professional codes of conduct 5.2 Students will recognize ethical challenges in business situations and assess appropriate courses of action	<b>Moderate</b> (course learning objective 6)	Ethics and social responsibility, strategy and organizational mission, pricing, new product development, sustainability
6	<b>Our graduates will be effective communicators to facilitate information flow in organizational, social, and intercultural contexts.</b> 6.1 Students will identify and assess diverse personal and organizational communication goals and audience information needs 6.2 Students will understand individual and group communications patterns and dynamics in organizations and other professional contexts 6.3 Students will demonstrate an ability to gather and disseminate information and communicate it clearly, logically, and persuasively in professional contexts	<b>Moderate</b> (course learning objectives 2, 4, and 5)	Market research, marketing communications, marketing strategy, course project, distribution