

MEMORANDUM

Date: January 3, 2022
To: Students taking *Student-Led Marketing Consulting* (MRKT-290)
From: Cheryl L. Buff, Ph.D., Kimberley Preiksaitis, Ph.D.
Subject: Course syllabus – Spring Semester 2021

Class: Hybrid Format. Meeting in class on Mondays: 7:40pm – 9:10pm – Siena Hall 120

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Course Details: This course is considered a marketing elective.

Text: (1) Required readings from Harvard Business Review (Cost: \$29.75)
(electronically accessible here: <https://hbsp.harvard.edu/import/890745>)

(2) You are also expected to read about current events and happenings in the business world. The Wall Street Journal, Harvard Business Review, or NY Times are strongly recommended. The Standish Library has subscriptions for each of these.

Course Prerequisite: MRKT-212, Principles of Marketing

Description and General Objectives:

Managing in a constantly changing business environment is an essential requirement for business success. Wide variations in customer needs and intense competition require market-driven business and marketing strategies for competitive advantage. This course provides students with the opportunity to take ownership for creating solutions to a real-world problem, requiring application of concepts presented in this course and in others already taken. Much learning will be self-directed as students access information and resources, apply knowledge, and exercise skills needed for problem solving. This type of learning has been described as “inherently messy,” but it mirrors the real-world conditions that confront practitioners (Gordon, 2003).

The overarching objective of this course is to present students with an actual client problem and allow them to seek authentic and viable solutions.

The knowledge objectives are to develop marketing consulting knowledge, including the specific tasks associated with conducting a market and consumer analysis. Students will actively perform these tasks for the client. The skills objectives include continued development of written and oral communication skills, the continued development of problem solving, group interaction, and decision-making skills, and the development of the ability to apply and synthesize previous learning to the consulting tasks.

Specific

Objectives:

As a result of the active engagement of the learner (*i.e., keeping up to date with the reading, attending classes, asking/answering questions, participating in the various class activities, and approaching the class with a learning motivated disposition*) and active involvement with the problem specific tasks, by the end of the semester the learner will be able to...

1. Provide a viable solution to a complex marketing problem through consulting activities.
2. Further develop analytical and communication skills, compiling information in a meaningful way and presenting information effectively in both a written and oral fashion.
3. Further develop group interaction skills and the ability to perform effectively in a group context.

Performance

Evaluation:

Your performance will be evaluated based on project deliverables, active engagement in course activities, and reflection assignments.

Reflection – You are expected to reflect weekly on your experience: consider actions, outcomes, feelings, and emotions as you write your entry for the week. This weekly journal will serve as the foundation for the final reflection you submit at the end of the semester.

Harvard Business School Materials Presentation – You and a classmate will read and present one of the HBS articles to the class. Dates and articles will be assigned during the semester. (Please note, while you will bear responsibility for one HBS article, all HBS articles are required reading).

Project Deliverables – This will be decided by the class as you frame the problem and solution.

Class Participation - You are expected to participate actively and meaningfully in all class discussions and activities. Attendance alone is not enough. Thus, you are expected to be **prepared** for every class; to **participate** actively and meaningfully in class discussions of project tasks, topics, homework and assignments. Simply being **present** in class, while a necessary first step, is not enough. *Our role is to enhance your understanding of concepts above and beyond the required reading. not merely read them back to you.*

We are willing to discuss our perceptions of your class participation at any time.

Grading:

All assignments will be graded based on the following standards:

Rating	Description
Does not meet expectations	Significant improvements required as submission falls short of basic requirements
Expectations partially met	Improvements required as submission meets some expectations, but does not meet all required expectations
Expectations met	Good performance that meets high standards; comprehension and application ability are demonstrated

Exceeds expectations	Exceptional performance that exceeds the high standards of evaluation
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Class

Attendance:

Attendance will be recorded for each class. Obviously, it will be difficult to earn class participation points if you are not in class. If possible, please let us know in advance that you will miss a class. As this course is being taught in a hybrid format, **students missing more than two classes without documented justification will have their final grade reduced. There will be a third of a letter grade reduction for each absence beyond three (e.g. B+ to B, B- to C+).**

As with any absence, students should contact instructors to discuss content and activities. Please note that in the event of an absence, you are still responsible for all material and assignments covered in class and any task outlined. Finally, you are expected to be on time for class. Continued late arrival will negatively affect your grade.

Google

Space:

We will be using Google Space to facilitate communication between class members and faculty.

Email

Accounts:

Every student is expected to have a Siena College email account that is checked daily for messages. All class communications will be transmitted by the instructor via Siena email accounts and/or our Google Space. All emails that are sent to the instructor Monday-Friday that require a response will be returned within 24 hours. Emails sent on the weekends that require a response will be returned within 48 hours.

Note: Before emailing the professors, ask yourself, “Would the entire class benefit from the question I am about to ask?” If so, please start a thread in our Google Space instead of using email. This way, the class will benefit from your question and our response.

General

Comments:

Expectations:

This upper-level marketing course affords the opportunity to apply your understanding of marketing, market analysis and marketing strategy. As a fully applied class, much learning will take place outside of the classroom. You will be required to invest time outside of the classroom to adequately learn the material. We would expect that in addition to the one and a half hours in class each week, you would invest approximately seven and a half hours per week reading, studying, meeting with your group(s), and completing assignments. Classes are opportunities to discuss, review, clarify and seek direction as you complete the client assignment. They are also opportunities for professors to provide insight, to help you attain understanding, and for the evaluation of performance.

Request a Lecture:

Students may request a lecture when they identify a need for additional information or clarification about a topic. Please see attached form.

In-person Class and Classroom Atmosphere:

This class is being taught as a hybrid. We will meet in-person on Monday evenings. Attendance is required and there is no option for remote attendance on those class days, such as you may have experienced during the past year because of COVID restrictions. Please pay attention to the attendance policy (above in syllabus) which outlines policies that apply to absences.

Please remember, class participation is vital. Therefore, the environment in which we will hold classes should be one that makes it comfortable for everyone to express opinions, thoughts, questions, and answers.

As such, it is expected that you will treat each person in the class with respect, in the same way that you would expect to be treated. When a classmate is speaking, please give them your attention.

Masks in the Classroom:

Masks are required for all unvaccinated individuals in this classroom. We reserve the right to require masks at any time of any/all students, regardless of vaccination status.

PowerPoint Files:

All class materials are on Google Space.

Audio/Video Taping:

Classes may not be taped without our prior approval.

Academic Integrity:

Student-teacher relationships are built on trust. Any student found violating this trust undermines the educational process and is subject to disciplinary action.

The concept of academic integrity lies at the very heart of any college. This is particularly true at Siena with its strong Franciscan tradition and its dedication to fostering sound moral growth. In such an environment, academic dishonesty cannot be tolerated. Students who commit such acts expose themselves to punishments as severe as dishonorable dismissal from the college. Academic dishonesty can take different forms, including, but not limited to, cheating (dishonesty in a test situation), plagiarism (dishonesty in the presentation of materials in a paper or report), and computer abuse. In any situation in which a student is unsure of what constitutes academic dishonesty, it is the student's responsibility to raise the question with his or her instructor. It is also the student's responsibility to be familiar with the student guidelines on academic honesty, "Academic Integrity and the Siena Student." Alleging ignorance of what constitutes academic dishonesty or of the College's policy on the subject will not be considered a valid explanation or excuse. For further clarification of the College's policy, please refer to the College's website.

Students suspected of violating academic integrity will be referred to the Academic Integrity Committee for final determination.

Siena College Academic integrity policy ([Academic Integrity](#))

Confidentiality:

Aligned with Academic Integrity is client confidentiality. In this class, you will have access to confidential information. You have an obligation to the client to maintain that confidentiality, using data and information only in the ways that have been agreed to by our Memo of Understanding and Scoping Document. You must secure and protect any/all confidential client information. This is consistent with established consulting practices and legal requirements.

Tentative Schedule of Classes:

We will provide a tentative schedule of classes. Note that the tentative schedule is provided for planning purposes only; it may be altered as the course progresses through the semester.

Emergency Preparedness:

In the event that the College has to close for an extended period of time:

- i. Please bring your text, a copy of the syllabus/course schedule, and all pre-printed materials home with you. The Academic Calendar will be adjusted upon Reopening; so be prepared for the possibility of a short mini-semester; rescheduled class / exam period; and /or rescheduling of the semester, depending on the length of the Closure.

- ii. If your situation permits, please continue with readings and assignments (preparation assignments, papers, projects, etc.) to the best of your ability and according to the course schedule.
- iii. If internet access is available and the situation permits, we will attempt to maintain contact with you online. We will maintain online office hours during our regularly scheduled class time and during my scheduled office hours (as listed on the front of this syllabus.) If you do not have internet access available, we will also provide my home phone number and home address, as needed. Remember, internet, mail delivery, and telephone services may also be impacted by a Pandemic or other emergency event.
- iv. Finally, stay connected with information regarding the status of the College's status and Reopening schedule by monitoring the Siena website, www.siena.edu.

Please review academic policies and procedures [Academic Policies and Procedures](#)

“Our Office Doors are Open”

We genuinely mean this. If, at any time during the semester, you have questions or concerns about course material, our evaluation of your class participation, grading, etc., please see one or both of us during office hours, send an email, or see us after class to arrange for a meeting time outside of office hours. If you have questions about marketing careers, graduate school, and opportunities that can be pursued with a marketing or communications-marketing degree, we would be glad to discuss this with you.

SIENA COLLEGE SCHOOL OF BUSINESS **MISSION, VISION AND LEARNING GOALS**

Mission

We offer a business education integrated with the liberal arts and rooted in the Franciscan values of inclusivity and service. Our accredited graduate and undergraduate degree programs develop versatile, socially responsible graduates with the skills to compassionately lead, serve, and succeed.

Vision

Organizations seek our graduates because we develop the whole person, prepared for a successful career and a life of passion and purpose.

Core Competencies

The School of Business provides intellectually challenging educational programs in Accounting, Business (Business Concentration Major), Economics, Finance, Management and Marketing that empower our students to address the challenges of an ever-changing world and a diverse society. Each School of Business graduate will attain the following outcomes:

1. **Decision Making**
Students will make and implement sound decisions.
2. **Communication**
Students will demonstrate effective communication skills across platforms and audiences.
3. **Teamwork and Leadership**
Students will demonstrate effective leadership and team member skills.
4. **Social Responsibility**
Students will recommend actions that consider the impact on all stakeholders, the external environment, and the natural world.

5. Personal Development

Students will have the foundation on which to build personal and career success.

6. Business Specialization

Students will address organizational challenges and opportunities by applying the in-depth perspective of a business specialization.

Marketing Department Mission Statement

The Siena marketing department provides business and liberal art students with a rigorous and practical education in the marketing discipline through a commitment to learner-centered teaching and scholarship, hands-on experience, and a flexible curriculum that make students employable in various marketing fields and prepare them for graduate programs.

Marketing majors receive cutting edge marketing education from a faculty committed to learning centered pedagogy with a mix of lectures, readings, discussions, case studies, and computer simulations. This mix of teaching methods assures a healthy respect for learning styles of contemporary students without compromising on a balance between the theory and practice of marketing. Courses provide opportunities for students and teachers to interact closely in applying knowledge and skills in solving theoretical problems and application of theory to real-world problems. Students acquire knowledge, clarify attitudes and values, and develop communication, interpersonal, and analytic skills that lead to critical thinking and complex reasoning in making enlightened decisions.

Marketing major is appropriate for students planning careers in marketing and allied areas. This major is particularly suited for careers in industries such as packaged goods, services, digital marketing, sports marketing, international marketing, e-commerce, business marketing, advertising, public relations, consulting, retailing, sales and relationship management, and marketing research.

Marketing Major Learning Goals

In addition to the School of Business Learning Goals, each student with a Marketing Major will attain the following outcomes:

1. Conduct marketing analyses.

In support of this objective, students will be able to:

- A. analyze customer needs, wants, and preferences, determining the impact that these have on marketing strategy.
- B. analyze competitors, collaborators in the marketing system, and the technological, socio-cultural, economic, political, and global context surrounding the organization.
- C. evaluate the organization's strengths and weaknesses and its current marketing strategy.
- D. demonstrate ability to collect and interpret data relevant for the above analyses.

2. Formulate marketing strategies.

In support of this objective, students will be able to:

- A. determine and apply factors that impact decisions regarding product, price, distribution, and communication strategies.
- B. segment a market, select the target market, and develop a competitive value proposition (positioning) for the target market.
- C. formulate integrated marketing strategies in support of the competitive value proposition, as demonstrated by the ability to prepare a marketing plan.
- D. anticipate the financial outcomes of marketing strategies.

3. Implement marketing strategies.

In support of this objective, students will be able to:

- A. explain and utilize techniques and processes that can be used to gain cross functional support for implementing marketing strategies.
 - B. implement marketing strategy in an effective and profitable manner.
4. **Evaluate and improve marketing strategies.**
- In support of this objective, students will be able to:
- A. explain and utilize techniques and processes that can be used to monitor, control, and reformulate strategic execution and performance.
5. **Demonstrate the leadership skills relevant for the marketing profession, including**
- A. critical and creative thinking,
 - B. written and oral communication,
 - C. teamwork.
6. **Apply marketing learning in an ethical and socially responsible manner.**
- In support of this objective, students will be able to:
- A. identify and evaluate the ethical implications of decisions, and to incorporate ethical reasoning into the decision-making process.
 - B. identify and evaluate the social implications of decisions, and to incorporate social responsibility into the decision-making process

Siena Mission and Learning Goals: [Mission of Siena College](#) and [Mission, Vision, and Student Learning Outcomes](#) .
