Course Overview

This course is concerned with strategic market management and strategic planning. The focus is on strategic decisions (decisions which have a long-term impact on the organization and which are difficult and costly to reverse). The strategic decision-making process is supported by external analysis (an analysis of the organization's environment) and an internal analysis. The course objectives include the ability to:

1. Conduct the external and internal analyses that support the development of strategies.
2. Identify and address issues such as:
   - What environmental opportunities and threats does the entity face?
   - What are the key strategic questions or uncertainties?
   - What are our organizational strengths, weaknesses, and problems?
   - What are our strategic alternatives?
   - What business should we be in?
   - What are our long-term objectives, our vision?
   - What product markets are attractive to us?
   - What growth directions are most attractive?
   - How should the organization's resources be allocated?
   - Should we diversify? How?
   - What is our sustainable competitive advantage?
   - What assets or skills need to be developed and maintained?
   - What should be the strategy with respect to product line, distribution, branding, manufacturing, and finance?
3. Understand and work with a set of useful and important concepts such as unmet needs, strategic groups, first mover advantage, positioning, sustainable competitive advantage, risk, key success factors, strategic opportunity or threat, strategic strength, weakness, or problem, strategic question, vision, product market, segmentation, industry structure, portfolio analysis, and scenarios.
4. Develop an understanding of asset building as the core of business strategy. The focus of asset building will be on brand assets—brand equity.


Teaching Style and Student Participation:
While the course is instructor-facilitated, both the instructor and students share business and other real-world experiences in relation to the course material. Students are required to contribute to these discussions by sharing information gained from assigned readings/exercises as well as from business experiences.

*This class is not a passive learning experience*. You will be actively involved in class discussions, work group activities, a team-generated research project and oral presentations. Accordingly, you must prepare for each class by reviewing/doing all assigned work *before* coming to class. *Your attendance at each session is critical*; if you are not in class, you cannot participate or communicate. *Attendance will be taken and factored into your final grade.*

Course content management:

*Sakai* is used in managing class material, announcements/updates, assignments, team projects, resources, etc. It is *your responsibility* to check Sakai *often* for updated or additional assignments and/or announcements. When anything is added to the Business Communications Sakai site, you are notified by your Rutgers email. It is your responsibility to check your Rutgers email regularly. The email you supplied to Rutgers-Camden is the account where you will receive notifications about this class.

*Class Attendance*: IF and WHEN you must miss class, send me a brief email no later than 4 p.m. the day of class to let me know of your absence. If no email is sent, you are not excused.

*Absences: Three or more excused or unexcused absences could be the difference of one-half of a letter grade in your final grade.*

Lateness: Arriving to class late is disruptive. Lateness will be factored into your attendance/participation. (Early departures from class will also be noted.)

How You Earn Your Course Grade:
- **Mid-term exam: 10%**
- **Case study position papers: 20%**
- **Strategic Marketing Plan: 30% - Written report (team grade)= 20%; Oral presentation = 10% (individual grade)**
- **Team scavenger hunts: 20%**
- **Team take-aways: 10%**
- **Participation/attendance: 10%**

Grading Methodology: [100-90 = A; 89-86 = B+; 85-80 = B; etc.]. Note: ‘Warnings’ will be issued to all students around mid-term regardless of class performance/ attendance. This is a University requirement.

Graded Assignments
- **Mid-term exam**: Short-form writing
- **Strategic Marketing Plan**: In teams, create a strategic marketing plan to launch a new formulation for Campbell’s chicken noodle soup (fewer, more natural ingredients). Use the forms in appendix (beginning page 296) as a template.

Campbell CEO Denise Morrison: "We’re closing the gap between the kitchen and our plants. Before, when we talked about our business, we talked about how many cases we shipped. Today, we’re talking about our food — as in what’s in it, where it comes from and what impact it has on the environment."

The change also comes at a time when both global soup sales and Campbell's soup sales have lagged.

Your team will share the marketing plan overview in a presentation of 20-25 minutes. Class time will be set aside to rehearse. You may wish to create a collaboration space or social platform for your team.

*AACSB Assurance of Learning goals for written and oral communications*
The Team Project is structured and evaluated in accordance with Association to Advance Collegiate Schools of Business (AACSB) goals for oral and written communications that are applied to both the undergraduate and graduate programs at Rutgers School of Business. The oral and written communications rubrics are posted to the course Sakai site.

Scavenger Hunts:
All teams will complete scavenger hunts based on activities in each textbook chapter. Assignments will be posted to Sakai.

Case Study Position Papers:
Students will write two position papers for case studies for sections 1 and 2 in the textbook. Case study questions will be detailed on Sakai.

Chapter / course ‘take-aways’:
Working in teams, students will present key take-aways from each chapter plus a ‘best-of-course’ presentation. Be creative in presenting concepts and examples. By 6p the day prior, email to Prof. Cheatham any content that you intend to display. Maximum time is 15 minutes.

Participation:
You will be evaluated on both your participation as an individual student and team member.

University Policies & Procedures:
The following are items that need to be explicitly stated so everyone knows up front what my policies are and there is no confusion. Other points relate to university information you need to have on hand for reference.

- Because this class does not cover basic writing skills, students who need one-on-one assistance can receive – at no charge – tutoring through the Rutgers Camden Learning Center (RCLC); information and online appointments available: http://learn.camden.rutgers.edu/
  Location:
  231 Armitage Hall (The RCLC is inside of the Center for Learning and Student Success which is to the right as you face the second floor elevators.)

- Classroom Behavior: As future business professionals, you are expected to conduct yourself with professional courtesy to your classmates and to your instructor. Rutgers classroom behavior policies can be found at: http://www.rci.rutgers.edu/~polcomp/judaff/docs/UCSC.pdf

- E-mail Contact: The registrar’s office has an e-mail address on file for you (typically the "____@camden.rutgers.edu" that has been set up for you as a student here). This is the address that is
automatically supplied to each instructor from which you take a course. If you would rather receive course-related e-mail at a different address you have two options: (1) you can set it up so that your Rutgers e-mail automatically forwards to another account, or (2) you can change the e-mail account listed in the registrar's records, by going to http://www.acs.rutgers.edu/directory and using the on-line change form. Whatever email you are using as your contact information for this class, check your email daily. The excuse, “I didn’t check my email,” will not be accepted.

**Classroom Etiquette:** We are in a “smart” classroom and we use computers/internet for class material. You are encouraged to leave your personal business outside the classroom which means texting, messaging, taking phone calls, checking web sites not class-related is frowned upon and will be noted when it comes to considering your class participation.

**Mobile Phones:**
Cell phones will be on “vibrate” during class and kept on top of your desk during classes and testing periods. If you must take an urgent phone call during class, please step outside.

**Sidebar conversations:**
Continuing to engage in idle conversation after being asked to stop is unprofessional. Therefore, Prof. Cheatham reserves the right to ask that you leave the room and take a zero for the day’s participation.

**Academic Integrity:**
- Throughout this course you are encouraged to study together and assist each other. However, the individual assignments must clearly demonstrate individual achievement. Rutgers affirms that: “Academic integrity is essential to the success of the educational enterprise and breaches of academic integrity constitute serious offenses against the academic community. Every member of that community bears a responsibility for ensuring that the highest standards of academic integrity are upheld…. Individual faculty members are…responsible for informing students of the particular expectations regarding academic integrity within individual courses…. Students are responsible for understanding the principles of academic integrity fully and abiding by them in all their work at the University.” ([http://academicintegrity.rutgers.edu/](http://academicintegrity.rutgers.edu/)). Cheating, plagiarism, or any other violation of academic integrity will result in a zero on the assignment and could result in a failing grade in the course. Instances of academic dishonesty will be reported to the University and also could result in suspension. The University’s policies regarding academic integrity are available at: [http://academicintegrity.rutgers.edu/](http://academicintegrity.rutgers.edu/).

- Please note that Sakai uses the functions of turnitin.com, which checks for inappropriate “overlap” with other materials including the content from the Internet. So, for example, do not “cut and paste” material for your team project or any writing assignment that requires research. That is one example of a violation of academic integrity. In addition, provide citations/references according APA style standards.

**Exam Make-up Policy:**
If, for a university approved reason, you cannot take an exam at the scheduled time, you must provide written notice at least one week in advance so other arrangements can be made. If the situation does not allow for advance notice (e.g. sudden illness), notice must be provided as soon as possible before or after a missed exam. **Make-up exams for non-university approved reasons are not guaranteed.** The instructor reserves the right to request written documentation to support your absence (such as a doctor’s note, an obituary, military orders, supervisor’s letter indicating you had to work overtime, etc.).

**Military Activation of Students:**
Rutgers has a specific policy for handling situations in which students are called up for duty in support of military activities both at home and overseas. It is not up to the discretion of the instructor and there are multiple options available, depending on how much of the semester has transpired when the situation arises. If you are faced with this (or see impending likelihood), please check on the policy and complete a "military activation election statement."
Disabilities Accommodations:
Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation: https://ods.rutgers.edu/students/documentation-guidelines.

If the documentation supports your request for reasonable accommodations, your campus’s disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the ODS web site at: https://ods.rutgers.edu/students/registration-form.

Rutgers-Camden Disability Services:

Rutgers-Camden Learning Center
Armitage Hall, Room 240
311 North Fifth Street
Camden, NJ 08102-1405

Web page: http://learn.camden.rutgers.edu/disability-services
Phone: 856.225.6442
Fax: 856.225.6443
E-mail: tpure@camden.rutgers.edu

COURSE OUTLINE

<table>
<thead>
<tr>
<th>Class Date</th>
<th>Aaker Chapter</th>
<th>Scavenger activity (see Sakai for details)</th>
<th>Chapter take-aways &amp; class activities (See Sakai for details)</th>
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<tbody>
<tr>
<td>Jan. 20</td>
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<tr>
<td>Jan. 27</td>
<td>2</td>
<td>Discussion # 1, p. 16</td>
<td>Guest Presenter: RU Research Resources Team 1</td>
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<tr>
<td>Feb. 3</td>
<td>3</td>
<td>Discussion # 5, p.36</td>
<td>Guest Presenter: Student Experience Center Team 2</td>
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<td>Personal Branding Workshop</td>
<td>Guest Presenter: Career Services</td>
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<tr>
<td>Feb. 17</td>
<td>4, 5</td>
<td>Discussion # 4, p. 71</td>
<td>Teams 3 &amp; 4</td>
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</table>
Grade warnings distributed individually as warranted based on attendance & class performance.

Feb. 24  6  Discussion # 1,2,4  p.102  **Due: Position Paper 1**  
Team 1

Mar. 2  7,8  Discussion # 1,4,5,6  p. 129  
Discussion #1,2  p. 148  
Teams 2 & 3

Mar.9  **Mid-term Exam**

Mar. 16  **SPRING RECESS**

Mar. 23  9,10  Discussion #2,3,4,5  p. 165  
Teams 4 & 1

Mar 30  11,12  Discussion#  1, 6 p. 198;  #1, 3 p. 211  
Teams 2 & 3

April 6  13,14  Discussion# 3,5 p. 228;  4,5,6 p. 245  
Teams 4 & 1

April 13  15,16  Discussion #3, p. 262;  #1, 3 p. 280  
**Due: Position paper 2**  
Teams 2 & 3

April 20  **Team Presentation Rehearsals**  
Team 4 course take-aways

April 27  **Marketing Plans Due; Team Presentations**—All teams present on this day

Exam Period TBD