

MARKETING MANAGEMENT PROBLEMS, MAR 4824
Syllabus – Spring 2007

INSTRUCTOR:	Dr. Karin Braunsberger	OFFICE HOURS:	
OFFICE:	306 Bayboro Station	TUESDAY	10:00 am to 11:00 am
OFFICE PHONE:	727-873-4082		5:00 pm to 6:00 pm
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TIME & CLASSROOM:	T 11:00am to 1:50pm in COB 342		
	T 6:00pm to 8:50pm in COB 326		

[1] COURSE SPECIFIC SECTION

COURSE PREREQUISITE AND GRADE REQUIREMENTS:

Senior standing, MAR 3023 (Basic Marketing), MAR 3823 (Marketing Management), MAR 3613 (Marketing Research), and MAR 4333 (Promotion Management), or consent of instructor. Further, each of the prerequisites carries a minimum grade requirement of “C.” I will assume that all students have had the proper prerequisites. Further, I will not lower the standards of this course to accommodate students who have not had the required prerequisites. This is an advanced marketing class and you will need to apply theories and skills learned in your previous marketing AND other business classes.

It is essential that you fulfill these prerequisites. If you do not and also did not get administrative permission to take this course, you may be dropped administratively any time during the semester without receiving a refund for the course.

A minimum grade of “C” in each marketing course and an overall 2.0 GPA is required for graduation.

COURSE DESCRIPTION:

This course is an advanced study of decisions facing a marketing executive. Topics covered include product planning, consumer behavior, promotion, sales management, pricing, and marketing channels. The course will present various concepts and tools for evaluating the marketplace (external environment, competitors, marketing opportunities and threats), and for analyzing marketing strategies. Specifically, the focus will be on developing, evaluating and implementing marketing strategy at the corporate level using formal decision making techniques through case analyses. For the semester projects students will be expected to make use of analytical, problem-solving and communication skills to drive the development of a marketing plan that will focus on a local nonprofit agency. For that purpose, students are to work closely with the representative of their respective nonprofit agency.

COURSE OBJECTIVES:

After completing this course, students will be able to:

1. Be knowledgeable about current topics in marketing.
2. Become reacquainted with the most important principles of marketing.
3. Utilize case reports to evaluate corporate problems/opportunities.
4. Identify and analyze opportunities within marketing environments using various strategic marketing management techniques.
5. Use financial and quantitative analyses to evaluate the current and projected performance of both for-profit AND nonprofit companies/organizations.
6. Use enhanced problem-solving skills that lead to the development of marketing strategy designed to deal with identified problems or take advantage of opportunities experienced by both nonprofit and for-profit companies.
7. Research the marketing strategies of a nonprofit organization, and based on both secondary and primary research, develop a marketing plan for this nonprofit.
8. Present case analyses and the marketing plan using both oral and written communications.
9. Be successful in a team-based work environment.

REQUIRED TEXT:

Cravens, Lamb and Crittenden, **Strategic Marketing Management Cases**, 7th edition, McGraw-Hill Irwin. ISBN 0-07-242946-1.

DETERMINATION OF FINAL GRADE:

<i>1. Summary of Course Grading</i>	
<u>Evaluation Component</u>	<u>Points</u>
<i>Final course grades will be based upon the following:</i>	
Quizzes and Exercises	120
Group Case Analysis (Content 90%, Presentation 10%)	150
Short-form case analyses (30 points each)	30
SWOT and Problem Statement only (15 points each)	30
Financial Homework Assignment	30
Marketing Plan – Part 1	30
Marketing Plan – Part 2	30
Marketing Plan – Part 3	30
Marketing Plan – Part 4	30
Marketing Plan – Final Project (Paper and Presentation)	300
Total	780

Grade	Weighted %	Total Points†
A	90.0-100.0%	702.00-780.00
B	80.0-89.99%	624.00-701.99
C	70.0-79.99%	546.00-623.99
D	60.0-69.99%	468.00-545.99
F	00.0-59.99%	0.00–467.99

Final course grades will be based **strictly** upon the “Total Points” scale. This class will NOT use the +/- grading system.

1. Extra Credit

Extra credit, if given at all, will be offered to the entire class during a regularly scheduled class period. Grades will not be arbitrarily changed nor will extra credit assignments or projects be given to individuals at the end of the term **UNDER ANY CIRCUMSTANCES** because this would not be fair to the rest of the class.

Extra Credit, if given, often takes the form of Student **Involvement in Research Projects**. Student participation in marketing research studies is a common practice at research-oriented universities. It benefits both students and faculty. Students learn more about the topic of the research, as well as the research process. Faculty are expected to generate new knowledge through research and thus benefit from the information provided by the study. The USF College of Business Administration has gained national acclaim for its undergraduate business education and is also well known for quality research. Any program or activity that improves the image and reputation of the College increases the value of a USF business degree and can ultimately help increase the value of a USF degree on your resume.

All research studies that involve student participants are carefully screened to ensure that they will not be physically or mentally harmful to students and that they will not cause confidential information to become public. Despite these safeguards, any student who objects to participating in a study will be provided an alternate class project – often a written assignment. Most students, however, find the research studies interesting and non-threatening. Your cooperation in such projects is appreciated.

2. Final Course Grades

Final course grades are NOT NEGOTIABLE. Grades will be changed only if a lower grade resulted from a mathematical error or if a higher grade was given by mistake. If you need a specific grade to graduate, avoid probation, or keep a scholarship, **YOU** are responsible for earning that grade.

3. Description of Required Activities

Notes:

a. All written outside projects have to be submitted as a paper copy **AND** as an electronic copy to Safe Assignment on Blackboard.

b. In order to receive credit for a homework assignment, students have to be in class on the day the assignment is due. This policy impacts all assignments, including group assignments. Considering

that this policy will lead to a lowering of the final grade for this class very quickly, I suggest that you do **NOT** take this class during the current semester if you anticipate being gone often.

c. In-class extra credit, quizzes and exercises cannot be made up, so if you miss class (intentionally or otherwise), be prepared to accept any consequences of that decision.

d. Coming late to class is very disruptive to your fellow students and the instructor, and is officially termed “**Disruption of the Academic Process.**” If you have problems with being on time, you need to be aware that it will lead to a lowering of your semester grade or, if it gets out of hand, expulsion from the class.

Quizzes and Exercises:

Class assignments may take a variety of forms, including: quizzes (announced and/or pop), short writing assignments, surveys, research projects, article analysis, mini-assignments, reading material, and mathematical problems. These class assignments will be administered throughout the semester. Point values for each assignment and due dates, if applicable, are determined by the instructor. Questions about assignment grades must be addressed with the instructor within three weeks after an assignment has been graded. After three weeks grades will become permanent. **ASSIGNMENT GRADES WILL NOT BE ADJUSTED at the end of the course.**

Group Work:

ONE Major Objective of this course is to develop and fine-tune the skills necessary to work in teams. If you fail to reach this objective, you will receive a grade of **F** in this course, regardless of the grades you have earned on individual work.

A word about group work: To "persuade" each group member to participate in these group projects, peer evaluations will be considered when giving individual grades for this project. For this purpose, each student is expected to grade each of his or her group members (be honest, this is absolutely confidential), and hand this grading sheet to the instructor on the day the project is due. If you have problems with your group or specific group members, come to me to talk about it before things get ugly. I do not support "free-riding," therefore I will allow groups to drop certain group members who choose not to participate in the project.

Note: Even though the peer evaluations are confidential (meaning that I will not disclose who downgraded whom), you need to be aware that group members who have been downgraded will know that they have been downgraded as soon as grades are posted on Blackboard. Further, for peer evaluations to count, you will have to get them to me on the day the group assignment is due. No exceptions!

Another Note: Students who are fired from their groups have two options: 1) they can try to find a new group or 2) they can drop the course. Students who are fired because they do not participate in the group projects do not need to ask me to help them find a new group. If I know that a student does not participate in group work, I am not about to place that student into a new group and have him/her turn into a liability to that group.

Further, in the past, the occasional student has felt the need to threaten group members in an effort to prevent these members from downgrading or firing him/her. Should you choose to resort to threats of any kind, you need to be aware that I do not take these threats lightly. Should I hear that any student in this class utters threats against group members, other students, their mothers, their fathers, their pets, their cars, and/or any other of their relatives or belongings, I will come after that student with a vengeance. In addition, any such student will be considered to have failed the achievement of the objective that entails the development and fine-tuning of the skills necessary to work in teams, and thus will receive a grade of “F” for this course (best case scenario). Based on the severity of the threats, said student will also be turned over to appropriate campus authorities and the police, which generally will also lead to expulsion from USF (worst case scenario).

i. Case Analysis Presentation

Each student will be part of a team (team size depends on class size). Each team will be responsible for presenting one case analysis to the class. When preparing this case, it is essential to follow the case method being taught in class.

Oral Presentation: At the beginning of class on the day of the presentation, the team in charge of presenting its case is required to hand me the **master copies** of its PowerPoint Presentation (all teams are required to use PowerPoint for their presentation). A team member has to be present and share equally in the presentation to earn a grade for this assignment (no exceptions!).

Grading will be based on how well the case method has been followed (that means that you should NOT take it upon yourself to change the format of the case method), as well as the quality of organization, clarity of explanations, logic of the analysis, quality of support given basic assumptions and arguments, quality of illustrations and exhibits, quality of class discussion the team is able to generate, handling of questions from the class, and overall cohesiveness and professionalism of the presentation.

A note of caution: When you answer the questions you are to use only the information provided in the case about the specific company (i.e., if a case is set in 1985, assume for your solution that it is 1985 and do not tell me about an alternative that uses the Internet as a marketing tool or likewise do not tell me that Food Lion Inc. had to close its stores in Texas, because that did not happen until the 1990s). However, you are welcome to use outside material on marketing information. That is, if you feel rusty on certain marketing issues such as channels of distribution, advertising or others, you are encouraged to consult outside material. At the end of the presentation, you are expected to give an update on the company (if its identity has not been disguised) or the industry (if the company’s identity has been disguised).

Presentations should be planned and rehearsed so that they take an average of 50 to 60 minutes. In addition to that, plan for a class discussion that lasts about 20 minutes. The team will generally share one grade for the presentation. However, I reserve the right to lower a grade if peer evaluations indicate a team member did not do his/her share of the work.

Please note that you do not have to submit a written analysis for this group project. In return, I do expect that you will go through each step of the case analysis in sufficient detail during the presentation and that you will prepare PowerPoint slides that contain enough detail (do not crowd your slides!).

ii. Short-form Case Analysis

Short-form Case Analyses: Each group is required to hand in a two- to three-page typed case analysis (single-spaced, 10-12 CPI, complete answer format) for one of the cases (not including the one presented by its team).

iii. SWOT Analysis and Problem Statement (including symptoms)

For two additional cases (not including the one presented by its team and not including the case the team prepared as a short-form case analysis), each group has to hand in a “SWOT Analysis and Problem Statement.”

Here are a couple of tips to make these assignments more manageable. First, I suggest that you create a template when you prepare the first of these assignments. Such a template can save you a lot of time on subsequent assignments. Second, I encourage the use of tables and bullet points for these assignments. Third, for these short case solutions, you do not have to provide a lot of detail and explanations. Fourth, even though you are not required to hand in the financial analysis there is no way around doing it. In many of the cases the financial status of the company or the financial requirements of solutions provided in the case look just fine UNTIL you start digging deeper. That is, unless you do the financial analyses you will not be able to conduct a proper SWOT analysis, to identify the problem statement, and you will also not be able to suggest and analyze the proper alternatives. Since this is what you will be graded on, you should make sure you do not neglect the financial side of each case.

iv. Financial Homework Assignment

This assignment relates to the financial analyses that have to be performed for the case analyses.

v. Marketing Plan

Each group will work closely with the representative of a nonprofit agency, research the agency thoroughly, and develop a marketing plan for it. This marketing plan is supposed to outline the solution to a problem that will be identified by the nonprofit representative. Students will be introduced to the representatives of the nonprofit organizations during class early in the semester. After having chosen “their” nonprofit organization and met “their” representative (i.e., client) student teams and their clients will be responsible for subsequent communications.

All of the nonprofit organizations will be either local or a local chapter of a national nonprofit or government group. Therefore, all projects are anticipated to benefit the nonprofits, the students working on these projects, the university, and the community at large. For example, a marketing plan designed to help the Fish and Wildlife Research Institute save hundreds of manatees would be expected to help conserve the environment, and through it benefit the

local economy by keeping the area attractive to local residents and tourists. And a marketing plan written for the local chapter of The Ocean Conservancy and targeted at getting local boaters involved in the coastal cleanup would serve the same purpose. In other words, all of these projects are anticipated to have economic impacts on the local area. Importantly, the projects are to serve as a learning tool for students, helping students to apply the theoretical knowledge gained in this and prior marketing classes to solve a “real life” problem. These projects are also designed to help students fine-tune their team building, communication, and networking skills.

All student teams are expected to take these projects seriously and treat the representative of “their” nonprofit agency as their “client.” Each student team is expected to not only do high-quality secondary research, but also engage in the collection and analysis of primary research (i.e., you will have to conduct focus group research and/or perform a quantitative study using a questionnaire – get an early start, this is going to be time-consuming). It is estimated that each student team will spend approximately 15 to 20 hours communicating with its client AND collecting primary data in the community. More details on this assignment are contained in the handout “Marketing Plan Format.”

The Marketing Plan is divided into a number of smaller projects which are due throughout the course of the semester: (1) External Analysis, (2) SWOT Analysis, (3) Results of Personal Interviews, and (4) Results of Survey. The Final Marketing Plan is due at the end of the semester.

At the end of the semester, the final project will have to be presented to class (please remember that copies of the **master slides** of your presentation will have to be handed in at the beginning of the class period). The representatives of the nonprofit agencies and the USFSP Public Relations Office will be invited to attend the presentation.

Evaluations at the end of the semester will include:

- (1) Each of the representatives will be asked to evaluate his/her student team in terms of professionalism, communication skills, quality of communication throughout the semester (did you stay in touch with your “client” and did you get the input and approval of your “client” before you did primary research and decided on major steps in the marketing plan?). Each client will also be asked to evaluate the usefulness of the respective marketing plan.
- (2) Each student team will be asked to evaluate its representative in terms of professionalism, communication skills, quality of communication throughout the semester (did your client stay in contact with you? did your client answer your questions in a timely manner? did your client provide you with instructions that were concise and useful?). Student teams will further be asked to provide feedback on the usefulness of the project and on the value of the network they should have developed through this project.
- (3) Documentation of publicity, and if available, other materials documenting community impact of student projects.

(4) Graded marketing plans (please follow the instructions given in the handout “Marketing Plan Format”).

Written Project: Each team is also required to submit the final report in writing. In addition to the criteria used to evaluate oral presentations, grammar, spelling and neatness will be considered in evaluating the written report. The written project should be typed (using a word processing package), single-spaced, 10-12 CPI, and approximately 20 to 30 pages in length (excluding table of contents, exhibits, appendices and bibliography). The written analysis is due on the day of the presentation.

TENTATIVE COURSE SCHEDULE/OUTLINE FOR SPRING 2007:

<u>Week</u>	<u>Day</u>	<u>Assignment</u>
1	Jan 09	Course Orientation Individual Exam to Assess Student Memory about Principles of Marketing Division into Groups Group Exam (These exams will NOT count toward your final grade)
2	16	Introduction to the Marketing Plan Division into Groups
3	23	Representatives of the Nonprofit Organizations will present the marketing plan projects
	30	Financial Aspects of Marketing Management Homework Assignment on Financial Aspects of Marketing Management is due (you are required to hand in your solutions in addition to being ready to present/explain the problems you are responsible for to the class – you are welcome to use PowerPoint for this purpose. For partial credit, show the steps that led you to your solution.) Lecture: Understanding Social Marketing 1. Defining Social Marketing 2. Outlining the Strategic Marketing Planning Process 3. Discovering Keys to Success Lecture: Analyzing the Marketing Environment 1. Mapping the Internal and External Marketing Environments
4	Feb 06	Marketing Plan: Each group will formally introduce the organization for which it will prepare the marketing plan. You will have to present background information on the nonprofit, including the product statement, and the situation analysis. Prepare PowerPoint slides; make sure you hand in the master copies at the beginning of class (2 slides per page). Lecture: Analyzing the Marketing Environment – continued 2. Qualitative Research – Personal Interviews/Focus Group Interviews 3. Quantitative Research – Conducting Consumer Surveys
5	13	Marketing Plan: Each group will present a thorough SWOT analysis for the nonprofit for which it will prepare the marketing plan. Prepare PowerPoint slides; make sure you hand in the master copies at the beginning of class (2 slides per page). Also, you will have to hand in the tables relating to the SWOT.

		<p>Lecture: Establishing Target Audiences, Objectives and Goals</p> <ol style="list-style-type: none"> 1. Selecting Target Markets 2. Setting Objectives and Goals 3. Deepening Our Understanding of the Target Audience and the Competition
6	20	<p>Introduction to Case Analysis (read pages 671 to 681) Sample Case 1-4: Battered Women Fighting Back! (read the case before you come to class)</p>
7	27	<p>Short-form case analyses 4-1 (all groups have to do this case): Coca-Cola Japan ⇒ Short-form case analyses are due (bring an additional copy so you can use one copy to take notes)</p>
8	Mar 06	<p>Group Case 2-3: L'Oréal Nederland B.V. ⇒ to the presenting group: do not forget to develop questions you will use to stimulate class discussion of your case (this is a reminder for all groups!!) Lecture: Survey Research</p>
9	13	<p>Spring Break. Enjoy!</p>
10	20	<p>Marketing Plan: Each group will present the outcome of the personal interviews/focus group interviews it conducted. Prepare PowerPoint slides; make sure you hand in the master copies at the beginning of class (2 slides per page). Lecture: Developing Social Marketing Strategies</p> <ol style="list-style-type: none"> 1. Product: Designing the Market Offering 2. Price: Managing Costs of Behavior Change 3. Place: Making Access Convenient
11	27	<p>Group Case 3-2: Blair Water Purifiers India Group Case 5-4: San Miguel Corporation: The Magnolia Group</p>
12	Apr 03	<p>Marketing Plan: Each group will present the outcome of the consumer survey it conducted. Prepare PowerPoint slides; make sure you hand in the master copies at the beginning of class (2 slides per page). Lecture: Developing Social Marketing Strategies – continued</p> <ol style="list-style-type: none"> 4. Promotion: Creating Messages 5. Promotion: Selecting Media Channels <p>Lecture: Managing Social Marketing Programs</p> <ol style="list-style-type: none"> 1. Developing a Plan for Evaluation and Monitoring
13	10	<p>Group Case 7-7: Longevity Healthcare Systems, Inc. Lecture: Managing Social Marketing Programs – continued</p> <ol style="list-style-type: none"> 2. Establishing Budgets and Finding Funding Sources 3. Completing an Implementation Plan and Sustaining Behavior 4. Making Ethical Decisions
14	17	<p>To Be Determined</p>
15	24	<p>Presentations of the Marketing Plan: Each group will present the final marketing plan. Prepare PowerPoint slides and make sure you hand in the master copies at the beginning of class (2 slides per page). Please bring an extra copy of the slides for your client and one for the representative of USF's Public Relations Department. The written project is due as well, including the four parts that have already been presented to the class.</p>

Please Note: Last day to drop with “W” is March 23rd.

I reserve the right to make changes to the syllabus as necessary. Remember, it is your responsibility to keep up with any announced changes.

KEY LEADERSHIP SKILL(S) AND PERSPECTIVES ADDRESSED IN THIS COURSE:
 Numbers indicate levels 0-5.

Interpersonal and Communication Skills	Analytical and Critical Thinking Skills	Information Technology Skills	Reflective Thinking and Experiential Learning	Ethical and Social Consciousness	Multicultural Competence	Corporate Social Responsibility
5 (a)	5 (b)	5 (c)	5 (d)	5 (e)	3 (f)	5 (g)

- a. *Interpersonal and Communication Skills* – Teamwork, presentations, and discussions throughout the course; meetings with client.
- b. *Analytical and Critical Thinking Skills* – Teamwork, presentations, discussions & assignments throughout the course, especially the marketing plan and the case studies; meetings with client.
- c. *Information Technology Skills* – Use of computer software for presentation purposes throughout the semester, use of library databases for case assignments and marketing plans, use of statistical software for data analysis purposes.
- d. *Reflective Thinking and Experiential Learning* – Teamwork, presentations, discussions & assignments throughout the course, especially the marketing plans the case studies.
- e. *Ethical and Social Consciousness* – Case Studies 1-4, 3-2, 7-7; marketing plans.
- f. *Multicultural Competence* – Case Studies 2-3, 3-2, 5-4.
- g. *Corporate Social Responsibility* – Case Studies 1-4, 3-2, 7-7, marketing plans.

COURSE POLICIES:

Course Philosophy:

My philosophy is that you have to apply yourself to learn the materials covered in any of your classes. There is normally a very strong correlation between amount of diligent effort put forth and successful learning outcomes. To aid this process, students are expected to be prepared for class (that also means that you are expected to come to class) and intelligently participate in discussions.

Cheating:

Students may not use any notes or project presentations obtained from students who may have taken this course or similar courses in the past. As indicated below (see Academic Dishonesty), students are also not allowed to search the Internet for case solutions. All work and presentations are to be original and done for the purposes of this particular section of Marketing Management Problems.

Cheating on a team project will lead to the immediate expulsion of **ALL** members of the respective team from class or the university, regardless of whether only one or all team members take responsibility for the actual act of cheating.

Civility in the Classroom:

Since every student is entitled to full participation in class without interruption, all students are

expected to be in class and prepared to begin on time. Students are also expected to behave in a mature and professional manner at all times, that is, displays of aggressive or other unwarranted behavior toward any fellow student or the professor will not be tolerated (that includes temper tantrums!). Further, all pagers, cellular phones, electronic games, radios, tape/CD players or other devices that generate sound **must be turned off** when you enter the classroom. In short, disruption of class will not be permitted. Disruptive behaviors include things such as: latecomers, aggressive behavior of any kind, leaving early, noisy devices, intoxication or other inconsiderate behavior (i.e., sleeping, reading for pleasure, working on outside assignments, unprofessional Email, excessive talking, eating/drinking). A warning may be given for the first offense, however, repeated violators will be penalized and may face expulsion from the class and/or other disciplinary proceedings. Please be considerate of your fellow classmates.

An additional note of caution: Should you forget to turn off your cell phone before you come to class, **DO NOT, UNDER ANY CIRCUMSTANCES, ANSWER INCOMING CALLS WHILE IN CLASS.** Doing so will lead to immediate dismissal from class.

Methods of Instruction:

Case method, case discussions, lectures, videos, participation, quizzes, homework assignments, in-class exercises and projects.

Quality of Work:

1. All outside assignments/exercises must be typed (use of a computer is mandatory!!!).
2. Spelling and grammatical errors are unacceptable. If your errors get out of hand, your work **WILL BE DOWNGRADED.**
3. All assignments will **ONLY BE ACCEPTED ON THE DAY THEY ARE DUE. NO EXCEPTIONS!!! So, please DO NOT ASK for one.** Further, you have to be **IN CLASS** on the **DUE DATE** to receive credit. Here again, **NO EXCEPTIONS WILL BE MADE!!!**
4. All work should look professional. This is a marketing class, appearances are important in the selling process (i.e., you are trying to sell your work to me).

Attendance Policy:

Regular and punctual attendance is expected and mandatory at all times (see above for more details). In case of absence it is your responsibility to get notes, assignments, etc., from another member of the class. Absence is not a legitimate reason for being unaware of announced changes in class activities and dates for assignments.

Office Hours:

Office hours are designated for students who come to class on a regular basis and have questions about the course material and/or need help with assignments.

[2] UNIVERSITY/COLLEGE OF BUSINESS SECTION

ACADEMIC DISHONESTY:

See USF Policy on **Academic Dishonesty and Disruption of Academic Process** at:
<http://www.ugs.usf.edu/catalogs/0607/adadap.htm>

Because of the University's commitment to academic integrity, plagiarism or cheating on course work or on examinations will result in penalties. Penalties in this particular section of MAR 4824 range from a grade of "F" or "FF" for the course to expulsion from the university. Any incident of academic dishonesty will be reported to the dean of the college. Definitions and punishment guidelines for Plagiarism, Cheating, and Student Disruption of the Academic Process may be found at in the current catalog (see above website).

All work that is completed outside the classroom will have to be submitted to Safe Assignment, which is accessible through Blackboard and is a plagiarism detection software. Assignments are compared automatically with a huge database of journal articles, web articles, and previously submitted papers. The instructor receives a report showing exactly if and how a student's paper was plagiarized.

STUDENTS WITH DISABILITIES:

Please notify your instructor during the first two weeks of class if you have a learning disability or require special assistance with this course. Confidential personal and learning assistance counseling are made available to students through the Division of Student Affairs.

Contact R. Barry McDowell (mcdowell@stpt.usf.edu) for more information.

RELIGIOUS HOLIDAYS:

Students who anticipate the necessity of being absent from class due to the observation of a major religious holiday must provide advance notice of the date(s) to the instructor, in writing, during the first two weeks of class.

COPYRIGHTS:

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**College of Business Administration
MARKETING MANAGEMENT PROBLEMS
MAR 4824
Dr. Braunsberger
Course Syllabus
Spring 2007**

Student Name

I have read the syllabus and understand its contents.

Student Signature

Date