

September 21, 2000

Marketing & Management Writing Plan Courses by Major

1. Business Administration

Five courses offered, all are required.

MGT 110 - Gateway to Business
BLW 355 - Legal Environment of Business/BLW 280 - Business Law
HRM 386 - Human Resource Management
MGT 485 - Production Management
MGT 495 - Management Policy and Simulation

2. Management Science

Five courses of those listed are required for this major

MGT 110 - Gateway to Business
BLW 355 - Legal Environment of Business/BLW 280 - Business Law
MGT 410 - Operational Analysis
MGT 485 - Production Management
MGT 486 - Materials Management
MGT 495 - Management Policy and Simulation

3. Human Resource Management

Includes eight courses, *seven* of which are upper division courses, *required* of majors in Human Resource Management

MGT 110 - Gateway to Business
BLW 355 - Legal Environment of Business/BLW 280 - Business Law
HRM 385 - Organizational Behavior
HRM 386 - Human Resource Management
HRM 458 - Personnel Staffing
HRM 459 - Collective Bargaining
HRM 463 - Compensation Management
ECO 355 - Labor Law
MGT 495 - Management Policy and Simulation

September 21, 2000

4. Marketing

Five are *required* courses, plus an additional *two* courses can be chosen from a group of four electives

MGT 110 - Gateway to Business
BLW 355 - Legal Environment of Business/BLW 280 - Business Law
MKT 370 - Consumer Behavior
MKT 375 - Marketing Research
MKT 467 - Advertising and Promotion
MGT 495 - Management Policy and Simulation

Elective Courses

Distribution Management (Not designated as a course offering extensive writing experiences.)
MKT 378 - Sales
MKT 390 - International Marketing
MKT 466 - Seminar in Marketing Management

THE MARKETING AND MANAGEMENT DEPARTMENT

WRITING PLAN

I. Goals: The faculty of the Marketing and Management Department collaborated on establishing the writing goals for Business Administration, Human Resource Management, Marketing, and Management Science majors in their courses. Students, whether working independently or as members of project teams, are expected to:

- Organize the presentation of analysis and findings in a manner that demonstrates the application of logic and critical thinking skills
- Summarize, demonstrating an understanding of relevant points
- Persuade, demonstrating an appreciation of the reader's information needs
- Balance clarity and comprehensive coverage
- Use available document-producing technology effectively
- Locate, evaluate, summarize, and document information pertinent to the course of study
- Communicate in the terms/vocabulary/jargon of the profession
- Demonstrate command of Standard English Usage
- Represent information effectively in graphics
- Format page layouts to maximize attractiveness and readability

II. Objectives:

A. Behavior

In their writing assignments, students are expected to:

- Exhibit an understanding of professional concepts/language
- Differentiate between fact and opinion
- Refrain from using unnecessary material (Be concise)
- Recognize or eliminate unsupported generalizations
- Supply sufficient detail and develop its presentation logically
- Communicate persuasively

To obtain the skills necessary to produce persuasive and technical writing, a graduate of the Marketing and Management Department will have demonstrated an ability to:

- Write brief and concise memos, letters, etc.
- Write persuasive promotional messages.
- Compile information in outline summary form (outlines, tables, graphs, diagrams, models).
- Analyze and present data in graphical form (photographs, tables, graphs, charts, diagrams, models) and correlate the graphical presentation with a narrative.
- Summarize in their own words literature that they have read.
- Write and present an analysis of information as the basis for a recommendation for action.
- Write and present judgment about points of agreement and disagreement and develop hypotheses regarding apparent trends and/or contradictions.
- Document sources of information appropriately, including citation of authors of ideas, techniques, and verbal quotes.

B. Conditions

Participation in collaborative writing is required in several courses as an introduction to the reality of business experience. The forms produced by these efforts are complex reports and proposals, and they characteristically include structural features common to corporate communication: executive summary, headings/subheadings, table of contents, graphics, and appendices.

Individually, students prepare case analyses (strategic audits, case reports, or technical reports) as the course material warrants.

Finally, students are expected to follow prescribed formats when recording the results of basic research or the synthesis of research that is accomplished through a literature search. Data to be presented orally are summarized in what are variously referred to as white/talking/point papers.

C. Criteria

Courses included in the plan provide the following writing experiences:

- Assignments which will demonstrate the students' abilities to integrate research, test hypotheses, solve problems, and support decisions, while writing in the standard academic formats; and
- Assignments which will demonstrate the students' abilities to produce documents that would meet corporate standards for efficacy and clarity of purpose: business formats. These assignments give students the experience of crafting their written presentations under the stringent, corporate criteria of functionality and relevance.

"Business" writing experience requires that students write to learn needs assessment and acceptance of the responsibility for situation-appropriate information.

BUSINESS ADMINISTRATION MAJOR

The Business Administration Major provides writing experiences that meet the Marketing and Management Department goals are distributed in five required courses.

COURSES

¹¹⁰ ~~MGT 100~~ - Gateway to Business

This course is currently in the design stage. It will be offered in the Spring to accommodate all freshmen majors in the School of Business. The course is being designed to satisfy the Critical Thinking requirement. Course designers attended the Critical Thinking workshop and have been meeting regularly with representatives from that steering committee. Students will generally meet in a large (150 students) class one day a week and a small (20-25 students) recitation section one day a week. Writing assignments have not been finalized, but will include short, well-defined individual assignments as well as larger group projects. This course will serve as the introduction to assignments that mirror corporate writing forms, and it will include business writing standards and guidelines with respect to the documentation of sources. Students will write reports, case write-ups, business letters, and will be involved in a research paper in some way.

The School of Business intends to support this course by assigning one instructor, experienced in teaching Business Writing.

~~BLW 280 - Business Law 1~~

Replace with BLW 355

~~Students take this course in the sophomore year. Writing assignments will include: case analysis, an outline for an oral presentation, responses to cumulative problems and a draft contract. This is a required course in all majors within the School of Business.~~

HRM 386 - Human Resource Management

Students are required to write a substantial personnel project. In this project the student is asked to describe the personnel policies for a hypothetical company in a specific industry. The objective is to help them obtain and describe the P/HR policies for a specific industry.

MGT 485 - Production Management

The forms of student writing assigned include short case reports, technical reports, and a literature survey or a case report, which represents a group project and a group presentation.

These assignments are evaluated on their demonstration of the following skills: organizing, summarizing, and persuading. Emphasis is placed on the students' abilities to represent information in effective ways and use technology in the computer generation of text, graphics, page lay-out and data.

MGT 495 - Management Policy and Simulation

In this integrative capstone course, designed for senior level students, effective written and oral communication is considered a quintessential element. The forms of student business communication required are predominantly application oriented, where the management policy and strategy concepts learned in class are applied in different simulated business organizational settings. These written case assignments along with the oral presentations give the students opportunity to demonstrate that they can successfully integrate concepts, principles, and fundamentals from all functional areas of business. The students are asked to critically examine and analyze organizational policy and strategy-related decisions factually, logically and objectively, both orally and in writing. They are expected to present their findings and recommendations in an organized, concise, and persuasive manner. The overall weight given to the written and oral communication component varies from 35-40% of total grade. Specific examples of these assignments include:

- 1) *In-class case analyses exercises*: Several in-class exercises are given which are based on the application of the strategic management process model: developing company's mission followed by objectives, analyzing company's situation in terms of strengths, weaknesses, opportunities and threats, making strategic choice, and delineating an action plan. These group and/or individual exercises are submitted to the instructor in writing. (5-10% of grade).
- 2) *Summaries/synopses of articles*: Students are required to write summaries/synopses of selected current journal articles on the subject, which are meant to foster the retention of key ideas. These individual assignments are submitted to the instructor in writing. (5% of grade).
- 3) *Written cases analysis report*: The application of the strategic management process model culminate in a group project that involves a case analysis communicated through a 1/2 hour class presentation followed by a comprehensive written report. This effort is accomplished after students have worked through several shorter in-class case analysis exercise (see 1, above) and have been given feedback from the instructor. (15% of grade).
- 4) *Written company simulation report*: A final year annual company report on the semester-long business simulation project. During this project, teams are responsible for keeping all necessary records relative to the management of the simulated firm. The report includes analysis of the critical issues, strategy employed, justification for actions, lessons learned, supported by other competitive data presented in a tabulated and/or graphic format with appropriate analysis. (10% of grade).

MANAGEMENT SCIENCE MAJOR

In the Management Sciences Major, each student must take five courses that have a substantial writing component. The writing experiences that each student will engage in will include, but not be limited to, literature surveys, project proposals, case reports, research papers, and presentations.

COURSES

MGT ¹¹⁰~~100~~ - Gateway to Business

This course is currently in the design stage. It will be offered in the Spring to accommodate all freshmen majors in the School of Business. The course is being designed to satisfy the Critical Thinking requirement. Course designers attended the Critical Thinking workshop and have been meeting regularly with representatives from that steering committee. Students will generally meet in a large (150 students) class one day a week and a small (20-25 students) recitation section one day a week. Writing assignments have not been finalized, but will include short, well-defined individual assignments as well as larger group projects. This course will serve as the introduction to assignments that mirror corporate writing forms, and it will include business writing standards and guidelines with respect to the documentation of sources. Students will write reports, case write-ups, business letters, and will be involved in a research paper in some way.

The School of Business intends to support this course by assigning one instructor, experienced in teaching Business Writing

~~BLW 280 - Business Law I~~

Replace with BLW 355

~~Students take this course in the sophomore year. Writing assignments will include: case analysis, an outline for an oral presentation, responses to cumulative problems and a draft contract. This is a required course in all majors within the School of Business.~~

MGT 410 - Operational Analysis

Forms of student writing required in regular assignments are case reports, computer/technical results reports, and group reports.

These assignments are evaluated on their demonstration of the following skills: data analysis and summary, cause-effect relationships, and interpretation of technical/computer results. Taken together, these assignments represent 50% of the final grade.

MGT 485 - Production Management

The forms of student writing assigned include short case reports, technical reports, and a literature survey or a case report, which represents a group project and a group presentation.

These assignments are evaluated on their demonstration of the following skills: organizing, summarizing, and persuading. Emphasis is placed on the students' abilities to represent information in effective ways and use technology in the computer generation of text, graphics, page lay-out and data. (Students in this major generally take this course in the junior year.)

MGT 486 - Materials Management

The term project in this course takes the form of a literature survey or a case report. The business objectives for this project include the demonstration of the student's understanding of how materials management concepts and techniques are being/can be implemented in industry and business organizations. The paper should consist of an introduction to highlight its major points, a main body that delivers the results, and a list of references that the paper cites.

Evaluation of the student's writing in the Materials Management course is based on organization, ability to summarize, demonstration of the skill of persuasion, effectiveness, use of computer technology in typing, graphics, and "laying out" pages. Beyond these, the work is judged in terms of its completeness and appropriateness of provided data. Twenty percent of the final grade is based on this project.

MGT 495 - Management Policy and Simulation

In this integrative capstone course, designed for senior level students, effective written and oral communication is considered a quintessential element. The forms of student business communication required are predominantly application oriented, where the management policy and strategy concepts learned in class are applied in different simulated business organizational settings. These written case assignments along with the oral presentations give the students opportunity to demonstrate that they can successfully integrate concepts, principles, and fundamentals from all functional areas of business. The students are asked to critically examine and analyze organizational policy and strategy-related decisions factually, logically and objectively, both orally and in writing. They are expected to present their findings and recommendations in an organized, concise, and persuasive manner. The overall weight given to the written and oral communication component varies from 35-40% of total grade. Specific examples of these assignments include:

- 1) *In-class case analyses exercises*: Several in-class exercises are given which are based on the application of the strategic management process model: developing company's mission followed by objectives, analyzing company's situation in terms of strengths, weaknesses, opportunities and threats, making strategic choice, and delineating an action plan. These group and/or individual exercises are submitted to the instructor in writing. (5-10% of grade).
- 2) *Summaries/synopses of articles*: Students are required to write summaries/synopses of selected current journal articles on the subject, which are meant to foster the retention of key ideas. These individual assignments are submitted to the instructor in writing. (5% of grade).
- 3) *Written cases analysis report*: The application of the strategic management process model culminate in a group project that involves a case analysis communicated through a 1/2 hour class presentation followed by a comprehensive written report. This effort is accomplished after students have worked through several shorter in-class case analysis exercise (see 1, above) and have been given feedback from the instructor. (15% of grade).

4) *Written company simulation report*: A final year annual company report on the semester-long business simulation project. During this project, teams are responsible for keeping all necessary records relative to the management of the simulated firm. The report includes analysis of the critical issues, strategy employed, justification for actions, lessons learned, supported by other competitive data presented in a tabulated and/or graphic format with appropriate analysis. (10% of grade).

HUMAN RESOURCE MANAGEMENT

The HRM Major offers its students eight courses that can be designated as providing writing experiences. Seven of these are upper-division courses, required of majors in Human Resource Management.

COURSES

MGT ~~100~~¹¹⁰ - Gateway to Business

This course is currently in the design stage. It will be offered in the Spring to accommodate all freshmen majors in the School of Business. The course is being designed to satisfy the Critical Thinking requirement. Course designers attended the Critical Thinking workshop and have been meeting regularly with representatives from that steering committee. Students will generally meet in a large (150 students) class one day a week and a small (20-25 students) recitation section one day a week. Writing assignments have not been finalized, but will include short, well-defined individual assignments as well as larger group projects. This course will serve as the introduction to assignments that mirror corporate writing forms, and it will include business writing standards and guidelines with respect to the documentation of sources. Students will write reports, case write-ups, business letters, and will be involved in a research paper in some way.

The School of Business intends to support this course by assigning one instructor, experienced in teaching Business Writing.

~~BLW 280 - Business Law 1~~

Replace with BLW 355

~~Students take this course in the sophomore year. Writing assignments will include: case analysis, an outline for an oral presentation, responses to cumulative problems and a draft contract. This is a required course in all majors within the School of Business.~~

HRM 385 - Organizational Behavior

Students are required to produce a report that includes an executive summary and a bibliography. In this document, the students are to take a stand on an organizational issue and support this stand using appropriate research. They are also expected to be able to critique the quality of the studies referenced. This effort constitutes twenty percent of the final grade.

Organizational Behavior writing assignments require students to:

- Summarize gathered data,
- Incorporate information from research and acknowledge all sources, and
- Persuade or motivate through document structure and language.

HRM 386 - Human Resource Management

Students are required to write a substantial personnel project. In this project the student is asked to describe the personnel policies for a hypothetical company in a specific industry. The objective is to help them obtain and describe the P/HR policies for a specific industry.

HRM 458 - Personnel Staffing

The writing experience in Personnel Staffing is comprehensive. Emphasis is placed on corporate forms and standards of presentation in the following: business letter, memo, proposal, and contract or agreement report, including table of contents, glossary, executive summary, graph, chart, table, bibliography, and appendix spreadsheets, history, case analysis media release, internal and external job announcements job analysis questionnaire, and job description.

Personnel Staffing writing assignments require students to: - Explain or verify cause and effect relationships or project consequences, - Summarize gathered data, - Present information in attractive and accessible formats, - Create sequence descriptions (procedures, strategies, plans), - Incorporate information from research and acknowledge all sources, - Persuade or motivate through document structure and language, and - Confirm a decision made through the analysis process.

HRM 459 - Collective Bargaining

The forms of student writing required include: contracts or agreements, case analyses, and reports, with the appropriate features (i.e., table of contents, executive summary, graph, chart, table, bibliography, and appendix)

Collective Bargaining writing assignments require students to: - Explain or verify cause and effect relationships or project consequences; - Summarize gathered data; - Present information in attractive and accessible formats; - Create sequence-descriptions: (procedures, strategies, plans); - Incorporate information from research and acknowledge all sources; - Persuade or motivate through document structure and language; and - Write a list of contract demands, research them, cost them, bargain them, and then produce a contract.

HRM 463 - Compensation Management

Twenty percent of the final grade in this course is based on reports. Compensation Management writing assignments require students to: - Explain or verify cause and effect relationships or project consequences, - Incorporate information from research and acknowledge all sources, and - Persuade or motivate through document structure and language.

ECO 355 - Labor Law

Students write case analyses on legal issues as well as economic issues pertaining to labor law and contracts, torts, etc. Labor Law writing assignments require students to

- Explain or verify cause and effect relationships or project consequences, and
- Present information in attractive and accessible formats.

MGT 495 - Management Policy and Simulation

In this integrative capstone course, designed for senior level students, effective written and oral communication is considered a quintessential element. The forms of student business communication required are predominantly application oriented, where the management policy and strategy concepts learned in class are applied in different simulated business organizational settings. These written case assignments along with the oral presentations give the students opportunity to demonstrate that they can successfully integrate concepts, principles, and fundamentals from all functional areas of business. The students are asked to critically examine and analyze organizational policy and strategy-related decisions factually, logically and objectively, both orally and in writing. They are expected to present their findings and recommendations in an organized, concise, and persuasive manner. The overall weight given to the written and oral communication component varies from 35-40% of total grade. Specific examples of these assignments include:

- 1) *In-class case analyses exercises:* Several in-class exercises are given which are based on the application of the strategic management process model: developing company's mission followed by objectives, analyzing company's situation in terms of strengths, weaknesses, opportunities and threats, making strategic choice, and delineating an action plan. These group and/or individual exercises are submitted to the instructor in writing. (5-10% of grade).
- 2) *Summaries/synopses of articles:* Students are required to write summaries/synopses of selected current journal articles on the subject, which are meant to foster the retention of key ideas. These individual assignments are submitted to the instructor in writing. (5% of grade).
- 3) *Written cases analysis report:* The application of the strategic management process model culminate in a group project that involves a case analysis communicated through a 1/2 hour class presentation followed by a comprehensive written report. This effort is accomplished after students have worked through several shorter in-class case analysis exercise (see 1, above) and have been given feedback from the instructor. (15% of grade).
- 4) *Written company simulation report:* A final year annual company report on the semester-long business simulation project. During this project, teams are responsible for keeping all necessary records relative to the management of the simulated firm. The report includes analysis of the critical issues, strategy employed, justification for actions, lessons learned, supported by other competitive data presented in a tabulated and/or graphic format with appropriate analysis. (10% of grade).

THE MARKETING MAJOR

The Marketing Major requires that its graduates complete five courses that have a substantive writing component. Beyond this, the students in this major must choose two electives from four additional courses that can be described as providing extensive writing experiences. These elective courses will be listed as part of this document.

COURSES

¹¹⁰ MGT ~~100~~ - Gateway to Business

This course is currently in the design stage. It will be offered in the Spring to accommodate all freshmen majors in the School of Business. The course is being designed to satisfy the Critical Thinking requirement. Course designers attended the Critical Thinking workshop and have been meeting regularly with representatives from that steering committee. Students will generally meet in a large (150 students) class one day a week and a small (20-25 students) recitation section one day a week. Writing assignments have not been finalized, but will include short, well-defined individual assignments as well as larger group projects. This course will serve as the introduction to assignments that mirror corporate writing forms, and it will include business writing standards and guidelines with respect to the documentation of sources. Students will write reports, case write-ups, business letters, and will be involved in a research paper in some way.

The School of Business intends to support this course by assigning one instructor, experienced in teaching Business Writing.

~~BLW 280 - Business Law 1~~

Replace with BLW 355

~~Students take this course in the sophomore year. Writing assignments will include: case analysis, an outline for an oral presentation, responses to cumulative problems and a draft contract. This is a required course in all majors within the School of Business.~~

MKT 370 - Consumer Behavior

This course is a bridge to Marketing Research (MKT 375) and to Advertising (MKT 467). Students in Consumer Behavior learn, for example, the principles of attitude change and persuasion, knowledge that is required to design research surveys and to create persuasive advertising copy.

In Consumer Behavior, students are required to write reports based on reading empirical journal articles in the field, to use theory in writing persuasive messages, and to use theory in writing analyses of existing commercial advertising. Three written assignments are used in this course; these represent a combined total of 40% of the student's final grade.

Project 1. requires that the student summarize a recent empirical study, selected by the professor. In a ten-page report, students follow a specific outline:

- 1) Purpose and Objective of the study
- 2) Review of Issues supporting the purpose and objective
- 3) Hypothesis to be addressed
- 4) Method used to answer questions posed by the hypothesis
 - a) population and sample
 - b) design, dependent and independent variables, constructs
 - c) stimuli, survey format, measurement instruments, etc.
 - d) procedure or protocol

- 1) Executive Summary
- 2) Situation Analysis a) Industry Background and Analysis b) Company Background and Mission Statement c) Brand/Product Information d) Competitor Analysis e) Target Markets f) Media Budgets
- 3) Firm's Objectives a) Marketing Objectives b) Advertising Objectives
- 4) Advertising Strategy a) Creative Strategy b) Media Strategy c) Media Plan and Schedule
- 5) Production of Ad Copy and Layout
- 6) Evaluation Plan to Measure the Success of the Campaign

MGT 495 - Management Policy and Simulation

In this integrative capstone course, designed for senior level students, effective written and oral communication is considered a quintessential element. The forms of student business communication required are predominantly application oriented, where the management policy and strategy concepts learned in class are applied in different simulated business organizational settings. These written case assignments along with the oral presentations give the students opportunity to demonstrate that they can successfully integrate concepts, principles, and fundamentals from all functional areas of business. The students are asked to critically examine and analyze organizational policy and strategy-related decisions factually, logically and objectively, both orally and in writing. They are expected to present their findings and recommendations in an organized, concise, and persuasive manner. The overall weight given to the written and oral communication component varies from 35-40% of total grade. Specific examples of these assignments include:

- 1) *In-class case analyses exercises:* Several in-class exercises are given which are based on the application of the strategic management process model: developing company's mission followed by objectives, analyzing company's situation in terms of strengths, weaknesses, opportunities and threats, making strategic choice, and delineating an action plan. These group and/or individual exercises are submitted to the instructor in writing. (5- 10% of grade).
- 2) *Summaries / synopses of articles:* Students are required to write summaries/ synopses of selected current journal articles on the subject, which are meant to foster the retention of key ideas. These individual assignments are submitted to the instructor in writing. (5% of grade).
- 3) *Written cases analysis report:* The application of the strategic management process model culminate in a group project that involves a case analysis communicated through a 1/2 hour class presentation followed by a comprehensive written report. This effort is accomplished after students have worked through several shorter in-class case analysis exercise (see 1, above) and have been given feedback from the Instructor. (15% of grade).

- 5) Results
- 6) Conclusion
- 7) Implications of these results, the researcher's and the student's view

Project 2. is, in essence, a comprehensive take-home exam and requires that the student construct two versions of a persuasive message. Loosely described, the project requires that the student construct one persuasive message that is to be the most effective under "high involvement" conditions and another message that is to be most effective under "low involvement" conditions. The student must also submit a written description which discusses the underlying theory and expected outcomes associated with message. The message issue is assigned by the professor near the end of the semester. The persuasive messages that the student constructs may take many forms, such as advertising copy, a newspaper editorial, a letter, or a flyer that is posted on a dorm wall.

Project 3. requires that a student watch throughout the semester for advertisements which illustrate concepts or theories that are discussed in this course. They are to submit a photocopy of a print ad which best illustrates the effective use of concept or theory that was discussed in this course. With the advertisement, they are to submit a written discussion of the underlying principles (theory) which make it effective and a discussion of the expected outcomes (consumer behavior) of that advertisement.

MKT 375 - Marketing Research

Marketing Research requires that students design a market research proposal. The final report, with components reviewed throughout the semester, consists of sections which address problem definition, a literature review, research objectives and information needs, a draft questionnaire, and a sampling plan. The project includes the design of a market research proposal intended to address of a student defined organization. This project represents 30% of the student's grade.

The project components are as follows:

- 1) Problem Definition - a brief statement of the problem chosen, the company, and the decision situation
- 2) Literature Review - a review of the conceptual literature that is intended to provide the theoretical frame work that students should have before they make research design recommendations. For example, students review the literature on customer satisfaction with specific attention to: a) definition c) methodology b) models d) measures
- 3) Research Objectives and Information Needs
- 4) Draft of Questionnaire
- 5) Sampling Plan

MKT 467 - Advertising and Promotion

Fifty-five percent of the final grade in this course is based on assignments, a National Advertising Business Plan, and a final presentation. The Advertising Business Plan (30%) consists of the following components:

- 4) *Written company simulation report:* A final year annual company report on the semester-long business simulation project. During this project, teams are responsible for keeping all necessary records relative to the management of the simulated firm. The report includes analysis of the critical issues, strategy employed, justification for actions, lessons learned, supported by other competitive data presented in a tabulated and/or graphic format with appropriate analysis. (10% of grade).

Elective Courses for the Marketing Major

- Distribution Management (Not designated as a course offering extensive writing experiences.)

MKT 378 - Sales

Ten percent of the final grade in the course is based on homework and quizzes, consisting of brief case discussions, analyses of sales data, etc. One assignment, for example, requires that students find two employment for sales positions - one for which the student would qualify upon graduation and one to which the student could aspire after several years of experience. The student must write a one-page discussion for each advertisement regarding how it is that they are or will be qualified to apply for that job and why it is that they would want that particular job.

A substantial proportion of the final grade (25%) is based on presentation of information orally in the form of a personal selling project. Although students may use visual aids, this is not a requirement for the oral project. As part of the project, however, the students must send a formal, pre-approach letter to the professor as a real sales prospect.

MKT 390 - International Marketing

The final grade in this course is based substantially on oral team presentations accompanied by written reports. The written components of this course include: 1) Submission of formal outlines for individual research paper topics 2) Submission of individual research papers (two) 3) Formal outlines for group presentations (two) 4) Quality of visual aids is a grading criterion for the oral group presentations. These handouts and slides could include tables, charts, illustrative figures, graphic charts, photographs, etc.

MKT 466 - Seminar in Marketing Management

This is an integrative, case-oriented course in which each student is required to submit three case reports that represent 50% of the final course grade. Cases readings are generally 20-30 pages in length. Harvard Business School cases are used, often based on the consulting experiences of the writer in working with an actual organization. Such cases typically provide conflicting information which requires a logical resolution, numerical data in need of quantitative analysis, and qualitative arguments in need of assessment. Student reports are expected to be both analytical and persuasive in that the recommended course of action is derived from analysis. In assessing case information to present a persuasive recommendation, the student report includes: 1) Situation Analysis 2) Problem Definition 3) Identification and Evaluation of Alternatives 4) Recommended Course of Action.