

**Instructor:**  
Mary Harms  
3462 Van Munching Hall  
**E-Mail:**  
MHarms@rhsmith.umd.edu

**Office Hours:**  
Upon request

**Office Phone Number:**  
301-467-3992 (cell)

**Class time and location:**

Class does not meet as a group--Feel free to contact Professor Harms with your questions by phone or e-mail. Professor Harms will be posting announcements to guide you through the course throughout the semester (June 1<sup>st</sup> – August 15<sup>th</sup>)

**Textbook:**

*None required but the BMGT 350 text is very helpful.*

**Prerequisites of the course:**

BMGT 350. Restricted to BMGT students with 60 credits.

**Description of the course:**

This course is a supervised work experience in marketing. As an upper level undergraduate, it offers important benefits to you, including: 1) the opportunity to earn credit while exploring a career in marketing, and 2) the chance to apply concepts learned in marketing courses to real problems faced by firms.

In addition to your on-the-job experience, you will complete a marketing audit of your firm and a self-evaluation of your internship performance. In your marketing audit, you will evaluate your firm's organizational structure and marketing strategy. Based on your audit, you will make recommendations for the future direction of your firm's marketing strategy. In your self-evaluation, you will evaluate your internship experience in relationship to your career goals.

**Objectives of the course:**

- Understand and apply concepts learned in marketing courses in a business environment.
- Evaluate various marketing careers from perspective of personal career goals.
- Understand how to work in a business environment
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**Course Evaluation of the Student's Performance in the Class**

**Percentage**

5	Internship Goals
75	Marketing Audit
10	Student Self-Evaluation
10	Supervisor Evaluation
100	TOTAL

**Grades will be computed using the following guidelines:**

A+	97-100	B+	87-89	C+	77-79	D+	67-69
A	93-96	B	83-86	C	73-76	D	63-66
A-	90-92	B-	80-82	C-	0-72	D-	60-62
						F	<60

**The course will be available through CANVAS.**

**Academic Integrity:**

"The University's Code of Academic Integrity is designed to ensure students are expected to adhere to this Code. The Smith School does not tolerate academic dishonesty. All acts of academic dishonesty will be dealt with in accordance with the provisions of this code. Please visit the following website for more information on the University's Code of Academic Integrity:

[http://www.inform.umd.edu/CampusInfo/Departments/JPO/AcInteg/code\\_acinteg2a.html](http://www.inform.umd.edu/CampusInfo/Departments/JPO/AcInteg/code_acinteg2a.html)

The University's Code of Academic Integrity prohibits academic dishonesty. In this course, academic dishonesty includes cheating and fabrication. Cheating is defined as intentionally using or attempting to use unauthorized materials, information, or study aids in any test or in the final project. This includes copying as little as ONE SENTENCE from any publication or another student's work, unless it is cited with an endnote or footnote. Violations of academic integrity will be prosecuted in accordance with University policy.

**Students with disabilities:**

Please inform me of your needs at the beginning of the semester. I will then consult with the department chair and the Disability Support Service in order to determine and implement appropriate academic accommodations.

*The University of Maryland, College Park has a nationally recognized Code of Academic Integrity, administered by the Student Honor Council. This Code sets standards for academic integrity at Maryland for all undergraduate and graduate students. As a student you are responsible for upholding these standards for this course. It is very important for you to be aware of the consequences of cheating, fabrication, facilitation, and plagiarism. For more information on the Code of Academic Integrity or the Student Honor Council, please visit <http://www.shc.umd.edu>.*

**A little bit about the instructor:**

Mary Harms joined the faculty at University of Maryland in the fall of 2001. She currently teaches Digital Marketing, Marketing Strategy, Principles of Marketing for Business Minor, Retailing and Design in Marketing at the undergraduate level. During her academic career, she has taught undergraduate courses in retailing, services marketing, principles of marketing, strategic marketing, integrated marketing communications along with an honors seminar on creativity and leadership in business. In 2005, she was a finalist for the Allen J. Krowe award for teaching innovation and also the Legg-Mason technology award for faculty. She received the Krowe/Legg-Mason award in 2006 and 2010 for teaching effectiveness. Professor Harms taught for 20 years at Iowa State University in Ames, Iowa where she was awarded the Top Teaching Award by the college's Business Council twice.

Harms is the faculty champion for the Design and Innovation in Marketing Fellows Program. She has led study abroad programs to London, Paris and Amsterdam, Australia and Italy in the past 6 years. She was the co-faculty advisor for terpAMA, the student chapter of the American Marketing Association, for 10 years. Since becoming the AMA faculty advisor, the College Park chapter has won awards consecutively for the past 12 years at the International AMA Collegiate Conference. Professor Harms has also served as the internship coordinator for the marketing department for the past 11 years.

In 1976, she and her late husband started a business in their garage that grew into a vertically integrated chain of 7 active sportswear stores in Iowa and Colorado along with a wholesale manufacturing facility. She sold the business in 1995. In 1983, she created a chain of 4 decorative

home accessories shops. Both that chain and a graduation apparel renting business were sold in 2000. She and her late husband were recognized for their entrepreneurial efforts.

## ASSIGNMENTS

1. **Submission of 3 personal professional goals and 3 company/organizational goals for the internship as well as a selfie taken in your business environment**  
**Due: Send electronically to Prof. Harms at mharms@rhsmith.umd.edu by 11:00 PM on June 16th.**

**One page. You will elaborate on these goals in your self-evaluation at end of course.**

Three personal professional goals should be focused on ways that you want to improve yourself professionally such as always being on time, increasing your usage and understanding of marketing terminology, dressing more professionally, improving your oral or written communication skills, becoming more proficient at a skill used in marketing.

Three company/organizational goals should be developed with your supervisor. The goals should be tangible projects that you can deliver to the company and, as a result, create value.

2. **Marketing Audit**

Your assignment is to conduct a marketing audit of the organization in which you are doing your internship. This assignment is designed to apply to a broad spectrum of firms and non-profit organizations. Critical thinking will be important to demonstrate to me through the paper. Be careful to allow enough space within the paper for the sections that are more heavily weighted. With that in mind, below is a basic outline to follow in doing your analysis.

Your audit should be based on a combination of:

Library research on your organization and the environment in which it's operating. This can be done either in the library or by accessing library databases through the Internet. *This does not mean relying on company Web sites!*

- Interviews with marketing managers
- Materials provided by your company, and
- Your own observations.

Keep in mind that your ideas count! If you disagree with what you are told by a marketing manager, be sure to say so in the paper.

Your market analysis **MUST** include each of the five sections presented in the outline. If you wish to make modifications in order to suit your own internship situation, discuss these with Prof. Harms beforehand.

Your paper should be at least 25 pages (double-spaced), **but no more than 30 pages**, including exhibits and a list of references. This may seem long to you at first; however, if you have done your research thoroughly, you will find that you have more than enough information to fill at least 25 pages.

Use 11-point Arial font with 1" margins on the left and right and 1" on the top and bottom.

**I. Introduction (5%): Provide background information on your firm. This should include industry, type of ownership, location and mission statement.**

**II. Analysis of Organizational Structure (10%):**

**A.** Present an organization chart. Show the structure of your firm, including positions of responsibility and lines of authority. Show how marketing positions fit into the overall structure of the firm.

**B.** Describe the responsibilities of persons in marketing positions. This information should come primarily from interviews with managers. Keep in mind that even if your firm or location has no marketing department, someone must perform marketing functions.

IN WRITING THE NEXT TWO SECTIONS, YOU SHOULD PLAN ON DOING SOME LIBRARY RESEARCH. THE LIBRARY DATABASES ARE EASILY ACCESSIBLE THROUGH THE INTERNET.

*www.ibisworld.com* is an excellent site for learning more about the industry in which you are working.

Be sure to look at the key success factors in the industry, profit margins, trends, economic drivers, etc. VBIC database is another source.

### **III. Analysis of Marketing Strategy (20%):**

**A.** Segmentation strategy. Describe the target customer. If the target customer is other businesses, present information on geographic location, type of industry, company size, and product end-use.

If the target customer is the consumer, present information on socioeconomic, demographic, and psychographic characteristics. Keep in mind that your company may have more than one group of target customers.

#### **EXAMPLES:**

*The National Academy Press is a leading publisher of scientific and technical books. It has two target customers. In the business-to-business market, it sells books to book chains, such as Barnes & Noble. It also sells directly to upper-middle class consumers through its website.*

*McCann-Erickson is a leading full-service integrated marketing communication agency in New York.*

*DeBeers Group, the purveyor of diamonds, aims to sell its smaller diamonds to women 30 to 54 years old, with household incomes of \$100,000+.*

**B.** Analyze the marketing mix. Include the elements of the marketing mix, as specified below. Refer back to your marketing textbook for help with this! Include detailed information with specific examples.

Listed below are examples of the type of questions you should be answering in your analysis. You can add, subtract, or modify information in this section to reflect the marketing mix of your organization. If you have questions, please contact **Mary Harms**.

#### **1. Product Strategy: (Remember, a product can be a tangible good and/or an intangible service)**

a. Category or categories offered

b. Product Mix (width, depth, consistency)

c. Branding policy: Give the name(s) of brand(s) in the product mix. Does your company use individual or family branding? Show the trademark(s) of your company's brand(s).

d. Brand (or corporate) image.

e. Evidence of product innovation

## 2. Pricing Strategy:

- a. Position in market (e.g., discount, moderate, upscale)
- b. Type of pricing (e.g., cost-based, demand-based, competitor-based)

**Note** that if you are in a business-to-business operation, pricing may be determined by negotiation.

If this is the case, discuss the process.

## 3. Communication Strategy:

- a. Advertising: Is message institutional, price or product-oriented? What advertising messages are currently being used? What media are used? Give examples! (e.g., print, broadcast, online)
- b. Direct marketing (e.g., direct mail, telemarketing, Internet)
- c. Personal Selling: Describe your company's approach to personal selling. How do sales representatives communicate with the customer? In person, by telephone, or electronically? What efforts do the sales representatives make to develop a "relationship" with their customers?
- d. Sales Promotion: Describe your company's sales promotion program. Examples of tactics include, but are not limited to: consumer promotion (coupons, premiums, contests, samples, point-of-purchase display); trade promotion (trade allowances, push money, training, participation in trade shows)
- e. Customer service. What efforts does your company make to support its products after-sale?
- f. Describe the company or organization's online presence—website, Facebook, Snapchat, Instagram, LinkedIn, Twitter and Pinterest.

## 4. Distribution:

Describe the channel through which your company's products are marketed. Provide a diagram (or diagrams) showing the location of your organization in the channel.

*EXAMPLE:*

*L.L. Bean uses a direct distribution system, in which it sells its products directly to the consumer through its retail store, catalogs, and the Internet.*

*Godiva (the chocolatier) uses a direct distribution system, and a system in which there is one middleman. In the one middleman system, sales representatives sell to department stores that resell Godiva products to consumers.*

**IV. Analysis of the environment in which your firm is operating (25%): Library research is essential in this section! The UMD library has a wealth of databases that you can access either through VBIC, or directly through the University's Web site.**

**A.** Consumer trends. Identify and discuss trends that may influence the behavior of your firm's target customer (e.g., demographics, lifestyle, confidence levels, satisfaction). Be sure to give as many facts (including statistics, if relevant) as possible. Be sure to cite your references

*EXAMPLE:*

*More people have smartphones creating demand for mobile web sites for companies.*

**B.** Economic trends that are influencing your company's customers and end users (income, interest rate, inflation)

**C.** Industry trends - Trade journals for the industry and [ibisworld.com](http://ibisworld.com) are excellent sources

**EXAMPLES:**

*In consumer electronics, discount stores are fighting the "showrooming" trend where customers come to look at products in the store but then buy them online-- using the store only as a showroom. "Webrooming" is also a trend where consumers research a product online and then purchase in the store.*

**D.** Competitive situation.

Evaluate the level of competition in the industry in which you are working. IBIS World is an excellent source. You can ask your supervisor who they consider to be competition for the business but I also suggest that you explore this on your own as they may not realize who is a competitor.

Identify at least two other organizations selling similar goods or services. Compare the marketing mix of those firms to the marketing mix of your firm on at least two dimensions. What element or elements of the marketing mix does your firm use to gain a competitive advantage?

**EXAMPLES:**

*Nordstrom competes with Bloomingdale's and Macy's. It gains a competitive advantage through superior customer service.*

*Black Entertainment Television competes with the major networks, but gains a competitive advantage by offering programming targeted to African-Americans.*

*National Geographic's Video Division competes with Discovery Communications and BBC.*

**E.** Trends in technology. Identify and discuss changes in technology that may affect the marketing strategy of your firm. Be sure to discuss both the internet and computerization.

**EXAMPLES:**

*Hotel chains such as Marriott used computerized information systems to build databases including detailed information on their customers' personal characteristics and buying habits. This information is used to develop "preferred customer" programs that create long-term relationships.*

*The telecommunications industry has smart phones that allow customers to use apps for a variety of purposes.*

**F.** Legal and regulatory trends.

**EXAMPLES:**

*Complexities associated with fluctuations in the exchange rate keep firms such as Ben & Jerry's from offering direct mail service outside the U.S.*

*There has been a moratorium of charging sales tax on online purchases that gives an unfair advantage to dot-com businesses.*

## **V. SWOT Analysis and Recommendations for strategy (35%):**

Consider your analyses of environmental trends vis-à-vis the marketing mix of your company. What are the strengths and weaknesses of your firm compared to its competition? What threats do you see? What opportunities are there? What changes in marketing strategies would you propose for the next five years? Create a table to summarize the SWOT and then discuss each entry in more detail.

**I will be looking for critical thinking in this section, not just a regurgitation of the facts.**

After thoroughly analyzing the situation, I want to see that you have carefully thought this through and developed strong strategic solutions. This is usually the section that students have the most difficulty with as they have either not left enough time and/or space for their answers.

## **VI. Overall Presentation - 5 points**

- A. Professional in appearance – cover page, detailed table of contents, headings, subheadings, etc.
- B. Spelling
- C. Grammar
- D. Appropriate use of marketing terms

### **Format:**

This paper should be at least 25 pages long (double-spaced), including exhibits and a reference list. Please use headings and subheadings to help you organize your work and improve readability.

Use a 11-point Arial font, left-justification, and 1 inch margins on the sides and 1" on top and bottom. Also, be sure to include page numbers.

The citations in your paper should be specific enough so that I can locate the information easily if I need to. If, for example, you cite information from a Website, the complete URL should be included in the reference list. If you cite information from either a book or a magazine or newspaper article, a specific page should be cited. Do not cite any interviews you have with company employees. I recommend using MLA for acknowledging sources used.

In writing your paper, keep in mind that not all sections are equally important. In grading, the weight of the sections will vary from 5% (Introduction) to 35% (SWOT Analysis and Recommendations for strategy). Factors influencing your grade will include content (completeness and accuracy), organization, and quality and clarity of presentation. Please make your presentation as professional looking as possible. Please note that if your paper is not carefully edited, your grade will be adversely affected. This means that your grammar, punctuation, and spelling should be of professional quality.

**Helpful Hints** - Try to avoid the following common grammatical errors:

- Using "it's" as the possessive. "It's" means "it is". The possessive is "its."
- Using singular nouns with plural pronouns. When you refer to "the firm", the correct pronoun is "its", not "their". Similarly, when you refer to "the consumer" the correct pronoun is "he" or "she".
- Not underlining or italicizing the name of a periodical in either the text or the reference list

(e.g., *The Wall Street Journal* or The Wall Street Journal).

NOTE: Failure to use good grammar will have a negative effect on your grade!

**Plagiarism:** Plagiarism, which involves using someone else's ideas or words as your own, is unacceptable and will be prosecuted in accordance with University policy. Keep in mind that if you quote someone, the words MUST be placed in quotation marks. It is NEVER appropriate to copy material from annual reports, magazines, books, newspapers, or any other printed material (including web sites) without placing the information in quotes.

Consistent with University Policy, please include on the cover sheet of your paper the following statement of academic integrity:

**"I pledge on my honor that I have not given or received any unauthorized assistance on this assignment." \_\_\_\_\_ (your signature)**

**This assignment is due by 5:00 p.m. on Tuesday, August 16<sup>th</sup>. There will be a 10-point reduction in points for each day the project is late. Your self-evaluation will be due on Thursday, August 18<sup>th</sup> by 5:00 p.m.**

[1] Please submit the paper electronically to [mharms@rhsmith.umd.edu](mailto:mharms@rhsmith.umd.edu)

[2] Failure to use the library databases sufficiently in your analysis will detract from your grade. Threats in your SWOT analysis should be selectively derived from Section IV. Recommendations for strategy should be based on your SWOT analysis.

Remember, this is a project that you can take into an interview to show your written communications skills and level of competency in marketing. Please be sure to check with your supervisor as far as confidential information in your audit. I am prepared to sign a letter of confidentiality if required by your employer.