Class Meets: Thursday from 12:40-3:25 in Communications Building 207
Professor: Sally J. McMillan, Ph.D.
Office: Communications Building Room 476
Office Hours: Tuesday 2:00-3:00 p.m., Thursday 11:00-12:00 a.m., or by appointment
Office Phone: 974-5097
E-mail: sjmcmill@utk.edu
Readings: There is no textbook. All readings will be distributed through the CourseInfo site.

Course Objectives
Advertising Decision Making is designed to give you an understanding of advertising and promotion problems found in the advertising business. Coursework will cover a range of decision-making areas such as positioning, budgeting, media strategy, creative strategy, advertising research, promotions, and ethical issues. Specifically, this course is intended to help you:

• Follow a structured approach to decision-making that addresses advertising management problems
• Understand and utilize case facts and information in problem solving
• Help you analyze, strategize, and make recommendations on advertising and promotion issues
• Develop good writing and presentation skills.

Written Work
All written work must be neatly typed, double-spaced, use a 10 to 12 point typeface, and have margins of one inch on all sides. Write comprehensive yet concise papers. You will be graded on concepts as well as on grammar, syntax, spelling, and other writing mechanics

Presentations
Presentations must be professional. Observe time limits. Plan and rehearse the material. Because this is a seminar rather than a large class, presentations will be informal and conversational.

Readings and Participation
All cases are available through CourseInfo (http://online.utk.edu). You may print them all out at the start of the semester, or print them as they are due. Readings will be added to the CourseInfo site at least two weeks before they are due. You should check the site regularly for readings. You may also receive occasional e-mail about changes to the schedule that result from tailoring the class to this particular group’s needs. You are responsible for reading all assigned materials prior to the period for which they are assigned. You are expected to participate in discussion of readings. Fifteen percent of the grade is for participation. Absences from class and failure to contribute to discussion of readings will lower your participation grade.

Deadlines and Grading
Assignments are due at the start of the specified class period. Late work will be penalized one full letter grade per day unless you have a written medical excuse or a prior arrangement with the professor. Each assignment will be given a score ranging from 0-100. You can use the following breakdown as a rule of thumb in translating those scores into a letter grade:

<table>
<thead>
<tr>
<th>Score Range</th>
<th>Grade</th>
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<tbody>
<tr>
<td>100-90</td>
<td>A</td>
</tr>
<tr>
<td>89-88</td>
<td>B+</td>
</tr>
<tr>
<td>79-78</td>
<td>C+</td>
</tr>
<tr>
<td>60-69</td>
<td>D</td>
</tr>
<tr>
<td>87-80</td>
<td>B</td>
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<tr>
<td>77-70</td>
<td>C</td>
</tr>
<tr>
<td>Below 60</td>
<td>F</td>
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</tbody>
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Advertising Planning Page 1 Spring 2004
Even though all class activities are graded on a scale in which 100 points represents a perfect paper, not all activities are given equal weight. The next section of the syllabus includes information about what percentage of the semester grade is earned for each activity.

**Course Activities**

Following is a brief description of course activities. Additional information will be distributed and/or discussed in class prior to the due date. The Course Outline displays due-dates for each activity.

**Case Studies**

Case studies will provide the basis for much of our discussion in the class. All students will read all cases to facilitate classroom discussion. Additionally, each student will pick two cases (we’ll do a sign-up for cases early in the semester) for which he/she will be a “case leader.” For some cases, there may be more than one leader. We will work out details based on the number of students in the class. When you are the case leader, you will:

1. Prepare a written summary of the case based on guidelines that will be provided
2. Lead class discussion of the case.

**Mid-Term Project**

Your mid-term project is to write a case study. The case studies that we use in class can serve as a guide for the structure of the project. Your case study may be about any organization that you wish. You may choose an organization for which you have worked, one that you find interesting, etc. The case can focus on any aspect of advertising management that you choose (e.g. setting objectives, targeting audiences, creative strategy, media strategy, etc.). We will discuss ways to focus your case study on a particular kind of problem that an advertising manager might face.

The case study should be 10-15 pages long. It should include at least three tables that provide detailed information. Examples of the tables include (but are not limited to): demographic data, media rates, media use, responses to survey data, etc. The case should also include at least one “exhibit.” Examples of exhibits include (but are not limited to): organizational charts, sample creative materials, budgets, reprints of relevant trade journal articles, etc.

The information presented in your case should be “real.” If you are writing about a public company, you will be able to find a wealth of information through databases and trade journals available to you at the Hodges library. If you are writing about a private organization, you may need to have some “inside source” of information. You will need to make sure that you have proper approvals for use of any “inside” information you obtain from the organization. Your case may be used in future graduate or undergraduate classes at UTK. You will be acknowledged as the author of the case.

**Final Project**

Your final project is to conduct original research and write a paper summarizing that research. The paper should be targeted for presentation at a conference, such as the American Academy of Advertising, and you may consider working on this project to make it publication-ready. The topic is of your choosing. It should relate in some way to issues discussed in class. You will work with the professor to define and refine a project that is of interest to you. The research method that you use for the paper is also of your choosing. Again, the professor will help you identify the best tools for answering your research questions. We will begin talking about and working on this project early in the semester. While the final project is due on the last day of class, there will be some intermediate deadlines as outlined below.

- **Define topic and primary questions for research**: January 27
- **Write purpose, literature review, and method**: February 17
- **Complete data collection**: March 31
- **Finished paper due**: April 21
## Grading Summary

Two case studies including report/presentation/discussion leader at 15% each  
Mid-term paper/presentation  
Final paper/presentation  
Participation

### Course Outline

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Cases</th>
</tr>
</thead>
</table>
| Jan 13  | Course overview  
Overview of case studies  
Advertising industry  
Managing people      | • Hill, Holliday, Connors, Cosmopoulos, Inc.                       |
| Jan 20  | Reviewing academic literature  
Preliminary meetings with professor RE  
mid-term and final projects | No cases.  Meet in Hodges Library room 211.                            |
| Jan 27  | Growth strategies  
Setting objectives                           | • Third I Productions  
• Knoxville Convention and Visitor’s Bureau                           |
| Feb 3   | Using research for decision making  
Segmentation and positioning                      | • Alma Cheese  
• CNN                                                                 |
| Feb 10  | Budgeting  
Brands and brand value                             | • Choice Homes  
• Arnold Communication                                                 |
| Feb 17  | Creative strategies  
Attention and comprehension                       | • Crest Spin Brush Pro  
• Vanilla Coke                                                          |
| Feb 24  | Processes of creating advertising  
Advertising effects                                | • Aspen Skiing Company  
• Dewars                                                                |
| Mar 3   | Mid-term papers and presentations                      |                                                                      |
| Mar 10  | Integrated marketing communication  
Advertising media                                      | • San Francisco Opera  
• Rollerblade                                                           |
| Mar 17  | Public relations  
Promotions                                            | • Tennessee State Parks  
• XM Radio                                                              |
| Mar 24  | **Spring Break – no class**                            |                                                                      |
| Mar 31  | International advertising  
*Professor at AAA Conference*                           | • P&G Korea                                                            |
| Apr 7   | Interactive advertising  
Relationship marketing                                 | • Slimfast.com  
• DLJdirect                                                            |
| Apr 14  | Persuasion  
Ethics of persuasion  
Careers in advertising                          | • Mike’s Hard Lemonade                                                  |
| Apr 21  | Final papers presentations                            |                                                                      |