

UNIVERSITY OF SOUTHERN CALIFORNIA
MARSHALL GRADUATE SCHOOL OF BUSINESS
MKT 599 – CMO ON SHAREHOLDER VALUE – 1.5 CREDIT COURSE – SECOND HALF OF SEMESTER
MONDAY/WEDNESDAY 5:00 – 6:20 P.M.
JKP 112
FALL 2016

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OFFICE HOURS: By appointment

COURSE DESCRIPTION

This course is designed to give students an understanding of the role of the CMO (Chief Marketing Officer) in a variety of types of companies and industries and how he or she influences shareholder value. Marketing topics according to the Corporate Executive Board Marketing Leadership Council that are of special interest to CMOs and CEOs, to whom CMOs often report to, include the following:

- Convergence of Traditional and New Marketing Practices
- Customer Understanding and Experience Management
- Integrated Marketing Communications (IMC), including the Digital, Social and Mobile Aspects
- Product and Portfolio Management, including Brand Management
- Planning and Measurement – Contribution to the Bottom Line
- New Product Development (NPD) and Innovation¹

An integrated approach to the study of these topics within a global context will allow students to better understand key issues CMOs are facing. Additionally, within each topic, a number of sub-topics will also be explored and examined each week before CMOs speak about relevant issues they are challenged with and addressing within their organizations.

COURSE LEARNING OBJECTIVES

Course learning objectives support all six of the AACSB USC Marshall Graduate Programs Learning Goals to varying degrees. Details may be found in the Appendix of this syllabus on pages 8-11. At the end of this course, students will have acquired the skills and knowledge to effectively:

1. Describe the roles and responsibilities of a CMO in a variety of industries and domestic and global organizations of varying sizes.
2. Explain how a CMO manages change, ethical dilemmas, and conflict management.
3. Analyze a variety of topics and sub-topics across a number of industries and organizational structures.
4. Utilize critical thinking skills to recommend solutions and implementation plans regarding key CMO topics and sub-topics of relevance.
5. Evaluate the risks and rewards that CMOs encounter on a regular basis.
6. Assess how CMOs most successfully increase shareholder value.
7. Lead and contribute to team projects, from planning, research, and analysis to reporting and presentation.

COURSE MATERIALS

- Course Reader of selected articles and chapters of books.

ADDITIONAL OR SUPPLEMENTAL READINGS

- Aaker, David A. (2008), *Spanning Silos: The New CMO Imperative*, Harvard Business Press.
- Kotler, Philip and Keller, Kevin Lane (2012), *Marketing Management*, 14th Edition, Pearson Education.

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COURSE METHODOLOGY

Learning will be accomplished by employing a combination of assigned readings, research studies, questions to prepare for CMO speakers and a final project covering an application of the six key CMO topics covered throughout the course. In-class discussions are designed to illustrate real world applications of key marketing topics through the use of critical-thinking, analytical, problem-solving and team-building skills. Additionally, the course will introduce and employ a variety of opportunities to facilitate the evaluation of alternatives to given CMO topics and to create solidly-grounded recommendations underpinned by analysis-driven findings. CMO guest speakers will address and comment on the key issues and opportunities they are facing and challenge the class regarding the results of the presentations related to their identified topics. The final CMO Project is designed to effectively apply the six key concepts covered in the course across two different industries.

GRADING

The following 1,000 point grading system will be utilized for the MKT 599 – CMO on Shareholder Value course:

TOPIC	PERCENTAGE OF GRADE	POINTS	DUE DATE (SEE CLASS SCHEDULE ON PAGE 6)
CMO QUESTIONS FOR GUEST SPEAKERS – 2 SETS WITH EACH AT 10%	20%	200	WED., 10/26 – MON., 11/28
FIRST CMO TOPIC ANALYSIS PROJECT	15%	150	WED., 10/26 – MON., 11/28
SECOND CMO TOPIC ANALYSIS PROJECT	25%	250	WED., 10/26 – MON., 11/28
FINAL CMO PROJECT	40%	400	WED., 12/7
TOTAL	100%	1,000	

A detailed course schedule is shown on page 6. This eight week course meets twice a week on Mondays and Wednesdays with each class lasting for 80 minutes. Final grades represent how you perform in the class relative to other students. Your grade will not be based on a mandated target, but on your performance. Historically, the average grade for a marketing elective class is about a B+/A-. Three items are considered when assigning final grades:

1. Your average weighted score as a percentage of the available points for all assignments (the points you receive divided by the number of points possible).
2. The overall average percentage score within the class.
3. Your ranking among all students in the class.

No late assignments will be accepted.

ATTENDANCE

Students are expected to attend *all* class sessions. Discussions are an integral part of the course's learning experience. The frequency and quality of your participation in and contribution to these discussions will have a direct and meaningful relationship to the short- and the long-term benefits of the course. Please notify me in advance if you are unable to attend any class whenever possible

LAPTOP OR OTHER COMMUNICATION DEVICES POLICY

To maximize the richness of the learning experience, eliminate distractions and to demonstrate the utmost respect for all, you are expected to refrain from using laptops, smart phones, iPhones, iPads or any other electronic devices during class.

CLASS PARTICIPATION

Student participation in class discussions is a valuable and effective component of the learning process. Thus, while the extent and nature of a student's contribution to participation in all classroom activities will not be graded, participation will not only enrich your learning experience but also that of your classmates. As an added benefit to all, participation provides an opportunity to those who lack speaking and presentation skills to develop them in a non-threatening setting and to others it provides a forum to hone their communication and public speaking skills.

You are encouraged to share the observations and conclusions that result from your case analyses that are related to your past experiences and that occur to you during classroom discussions. I welcome your contributions and look forward with anticipation to many lively, productive and enriching conversations.

CMO QUESTIONS FOR GUEST SPEAKERS

Each student will be asked to develop 15 questions each for two of the guest speakers pertaining to the relevant topics that each CMO will be addressing during their presentations. The questions should be formulated after having read the assigned articles in the Course Reader and/or from any other public or private source.

The quality of the questions, depth and breadth of questions as well as the insightfulness and creativity of the types of questions using problem solving, analytical and critical thinking skills will be the criteria in which the grade is assessed for each set of questions. I will then forward some of the most appropriate questions to the CMO for review before he or she comes to class. These questions are due five days before the guest speaker is scheduled to speak in class, which would typically be on Wednesdays since the CMO's are guest speakers on Mondays. Each of the two assignments represents 10 percent of the grade or 100 points each with the total possible points being 200 out of 1,000.

CMO TOPIC ANALYSIS PROJECTS

The class will be assigned to teams of three to four and each team will prepare two CMO topic analyses during the course. (See Blackboard for assignments in the Assignments folder)

Every other class, typically on Wednesdays, there will be student-led presentations on particular topics that are most relevant to the CMO who will be speaking, typically on Mondays the class after the topic has been discussed. For each topic, teams are asked to conduct an analysis of the CMO's company and the assigned topic from the assigned readings or other secondary research or readily found resources to make recommendations on how a CMO should address what the team determined to be the "hottest" issues within the CMO's industry. They will be asked to present their findings and recommendations and defend the position taken. Each team will have 20 minutes to present their positions to the class which will act as a board of directors of the company that is representing the upcoming speaker.

When the CMO speaker comes to class, he or she will discuss the topic as well as other relevant issues and challenge the teams on the recommendations made.

Each team project will be assessed on the depth and breadth of the analysis and the degree to which recommendations use sound reasoning, logic and can be implemented with a detailed game plan after having identified the risks in implementing the recommendations. Criteria that will be utilized to grade the assignments follow:

1. Quality of analysis of the CMO topic
2. Quality of analysis of the CMO's industry and company
3. Quality and support of recommendations
4. Risks associated with recommendations
5. In-class presentations and class discussion

The first team analysis represents 15 percent of the final grade with the second team analysis worth 25 percent of the grade with the total comprising 40 percent of the grade or 400 out of 1,000 points.

If the contributions of any of the team members are not equal, please complete a peer evaluation form as shown on page 7. The other members of the team will be asked to also complete the peer evaluation form. Grades of the final project will be adjusted to reflect the variances of the contributions of all team members, if appropriate. If the team members contribute equally to the two projects, there is no need to complete the peer evaluation.

FINAL CMO PROJECT

For the Final CMO Project, each student will complete a paper selecting two companies of their choice from different industries and evaluate the ways that each firm addresses each of the six CMO topics covered throughout the course. The companies selected can be the companies of the CMO guest speakers or others based on interest in the company. Based on this analysis, three recommendations with associated risks are to be developed and supported with sound rationale for each company selected. The purpose of the project is to have students compare and contrast similarities and differences across companies and industries of commonly held topics that CMO's are most challenged with every day in their positions. The criteria used to grade the assignment follow:

1. Executive Summary
2. Industry Analyses
3. Company Analyses
4. Customer Understanding and Experience Marketing
5. Convergence of Traditional and New Marketing Practices
6. Product and Portfolio Management, including Brand Management
7. New Product Development (NPD) and Innovation
8. Integrated Marketing Communications (IMC), including the Digital, Social and Mobile Aspects
9. Planning and Measurement – Contribution to the Bottom Line
10. Three Recommendations for Each Company
11. Risks Associated with Each Recommendation
12. In-Class Presentation

The format for this project will be an annotated PowerPoint presentation with references cited at the bottom of each notes page. The Final CMO Project is worth 40 percent of the course grade or 400 out of 1,000 points.

ACADEMIC INTEGRITY

Students must adhere to the USC Marshall Code of Professionalism and Academic Integrity at all times. Plagiarism is a violation of the Code and will result in a failing grade. The use of unauthorized material, communication with fellow students during an examination, attempts to benefit from the work of another student, and similar behavior that defeats the intent of an examination or other class work is unacceptable to the University. If you have any questions, please contact me or course assistants for clarification. Where a clear violation has occurred, I may disqualify your work as unacceptable and assign a failing mark on the paper and/or course.

STUDENTS WITH DISABILITIES

Any student requesting academic accommodations based on a disability is expected to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP and should be delivered to me as early in the semester as possible. DSP is located in STU 301 and is open 8:30 a.m. – 5:30 p.m., Monday through Friday. The telephone number is (213) 740-0776.

RETURNING GRADED PAPERWORK

Unclaimed, returned paperwork will be discarded after four (4) weeks and, hence, will be unavailable should students pursue an appeal following the receipt of their grades.

STATEMENT ON ACADEMIC CONDUCT AND SUPPORT SYSTEMS

Academic Conduct

Plagiarism – presenting someone else’s ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in *SCampus* in Section 11, *Behavior Violating University Standards* <https://scampus.usc.edu/1100-behavior-violating-university-standards-and-appropriate-sanctions/>. Other forms of academic dishonesty are equally unacceptable. See additional information in *SCampus* and university policies on scientific misconduct, <http://policy.usc.edu/scientific-misconduct/>.

Discrimination, sexual assault, and harassment are not tolerated by the university. You are encouraged to report any incidents to the *Office of Equity and Diversity* <http://equity.usc.edu/> or to the *Department of Public Safety* <http://capsnet.usc.edu/departments/departments-public-safety/online-forms/contact-us>. This is important for the safety whole USC community. Another member of the university community – such as a friend, classmate, advisor, or faculty member – can help initiate the report, or can initiate the report on behalf of another person. *The Center for Women and Men* <http://www.usc.edu/student-affairs/cwm/> provides 24/7 confidential support, and the sexual assault resource center webpage sarc@usc.edu describes reporting options and other resources.

Support Systems

A number of USC’s schools provide support for students who need help with scholarly writing. Check with your advisor or program staff to find out more. Students whose primary language is not English should check with the *American Language Institute* <http://dornsife.usc.edu/ali>, which sponsors courses and workshops specifically for international graduate students. *The Office of Disability Services and Programs* http://sait.usc.edu/academicsupport/centerprograms/dsp/home_index.html provides certification for students with disabilities and helps arrange the relevant accommodations. If an officially declared emergency makes travel to campus infeasible, *USC Emergency Information* <http://emergency.usc.edu/> will provide safety and other updates, including ways in which instruction will be continued by means of Blackboard.

PROFESSOR/STUDENT INTERACTION

If at any time during the course you have questions regarding the preparation of assignments or other course-related issues, please do not hesitate to contact me by email, telephone or in person to arrange a meeting if desired.

My philosophy is to create a community of learners in which I facilitate discussions guided by the goal of encouraging the construction of knowledge together. I will always give you as much feedback as you desire to help you become better marketers and achieve your personal objectives for this course.

**MKT 599 – CMO ON SHAREHOLDER VALUE
SECOND HALF OF SEMESTER – FALL 2016
CLASS SCHEDULE**

SESSION	DATE	TOPIC	ASSIGNED READINGS AND COURSE REQUIREMENTS	ASSIGNMENTS DUE
1.	MON., 10/17	THE ROLE OF THE CMO	<i>Find the Right Role and Scope – The CMO's New Job Description, Marketing in a Silo World: The New CMO Challenge, The CMO's First Ninety Days, and Unleashing the Power of Marketing</i>	
2.	WED., 10/19	CONVERGENCE OF TRADITIONAL AND NEW MARKETING PRACTICES	<i>The Impact of Digital Technologies on the Paid Content Market – Examining the Netflix Paradigm, Cisco's CEO on Staying Ahead of Technology Shifts, Branding in the Age of Social Media and Augmented Reality: Designing Immersive Experiences that Maximize Consumer Engagement</i> Team Delivery of Key Topic Questions, Results of Topic Analysis Project	First CMO Questions for Speakers and Topic Analysis Projects
3.	MON., 10/24	CONVERGENCE OF TRADITIONAL AND NEW MARKETING PRACTICES (CONT.)	Guest Speaker – Marla Provencio, Executive Vice President and Chief Marketing Officer at American Broadcasting Company	
4.	WED., 10/26	CUSTOMER UNDERSTANDING AND EXPERIENCE MANAGEMENT	<i>Understanding Customer Experience, Stories that Deliver Business Insights, The Truth About Customer Experience and Unlock the Mysteries of Your Customer Relationships</i> Team Delivery of Key Topic Questions, Results of Topic Analysis Project	
5.	MON., 10/31	CUSTOMER UNDERSTANDING AND EXPERIENCE MANAGEMENT (CONT.)	Guest Speaker – Gary Briggs, Chief Marketing Officer at Facebook	
6.	WED., 11/2	INTEGRATED MARKETING COMMUNICATIONS (IMC), INCLUDING THE DIGITAL, SOCIAL AND MOBILE ASPECTS	<i>Planning for Integrated Marketing Communications from Building a Marketing Plan, Integrated Marketing as Management of Holistic Consumer Experience, What's New about New Media? How Multi-channel Networks Work with Content Creators and Say Yes to Facebook and Get Your Customers Involved! Relationships in a World of Social Networks</i> Team Delivery of Key Topic Questions, Results of Topic Analysis Project	
7.	MON., 11/7	INTEGRATED MARKETING COMMUNICATIONS (IMC), INCLUDING THE DIGITAL, SOCIAL AND MOBILE ASPECTS (CONT.)	Guest Speaker – Paul Suchman, Global Chief Marketing Officer at CBRE	
8.	WED., 11/9	PRODUCT AND PORTFOLIO MANAGEMENT, INCLUDING BRAND MANAGEMENT	<i>Finding the Right Job for Your Product, Building a Strong Services Brand: Lessons from Mayo Clinic, Leveraging the Corporate Brand and Innovation: Brand It or Lose It</i> Team Delivery of Key Topic Questions, Results of Topic Analysis Project	
9.	MON., 11/14	PRODUCT AND PORTFOLIO MANAGEMENT, INCLUDING BRAND MANAGEMENT (CONT.)	Guest Speaker – Omar Johnson, Chief Marketing Officer at Beats by Dr. Dre	
10.	WED., 11/16	PLANNING AND MEASUREMENT – CONTRIBUTION TO THE BOTTOM LINE	<i>Develop a Common Planning Process and Information System – CMO Strategies for Facilitating Silo Cooperation, Overcoming the Hidden Barriers to Innovation, Measuring Brand Health to Improve Top-Line Growth and Don't Let Big Data Bury Your Brand</i> Team Delivery of Key Topic Questions, Results of Topic Analysis Project	
11.	MON., 11/21	PLANNING AND MEASUREMENT – CONTRIBUTION TO THE BOTTOM LINE (CONT.)	Guest Speaker – Kathy Thomson, Chief Marketing Officer at Sirius XM	
	WED., 11/23	THANKSGIVING – NO CLASS		
12.	MON., 11/28	NEW PRODUCT DEVELOPMENT (NPD) AND INNOVATION	<i>Constructing an Innovation Architecture, Identifying New Product Development Best Practice, Digital Innovation Strategy: A Framework for Diagnosing and Improving Digital Product and Service Innovation, and Accessible Innovation: Striking the Balance Between What's New and What's Right</i> Team Delivery of Key Topic Questions, Results of Topic Analysis Project	Last CMO Questions for Speakers and Topic Analysis Projects
13.	WED., 11/30	NEW PRODUCT DEVELOPMENT (NPD) AND INNOVATION (CONT.)	Guest Speaker – Serge Vartanov, Chief Marketing Officer at AutoGravity, a BCG Digital Ventures Company	
14.	WED., 12/7	COURSE SUMMARY AND FINAL PROJECT PRESENTATIONS	Final Project Presentations – 5:00 – 7:00 p.m.	Final Projects Due

PEER EVALUATION FORM

Please identify your team and team members for the CMO Topic Analysis Project(s) that you worked on. Then rate all of your team members, *including yourself*, based on the contributions of each team member for the selected assignment according to the criteria listed below. On a scale of 0 – 2 with 0 equal to does not meet expectations, 1 meets expectations and 2 exceeds expectations, rate each person on each of the five criteria. Lastly, add up the points for each person with the maximum number of points for each person being 10.

Team Members/ Assessment Criteria of Team Contributions	Team Member 1	Team Member 2	Team Member 3	Yourself
1. Role Performance				
2. Assists Team Members				
3. Listening and Discussing				
4. Research and Information Sharing				
5. Time Management				
Total				

If you desire, please comment on the contributions of individual team members to the team CMO Topic Analysis Project.

Comments:

**APPENDIX – CONTRIBUTION OF MKT 599 – CMO ON SHAREHOLDER VALUE TO STUDENT ACHIEVEMENT OF
USC MARSHALL’S AACSB SIX GRADUATE PROGRAM LEARNING GOALS**

MKT 599 – CMO ON SHAREHOLDER VALUE LEARNING OBJECTIVES 1-7

1. Describe the roles and responsibilities of a CMO in a variety of industries and domestic and global organizations of varying sizes.
2. Explain how a CMO manages change, ethical dilemmas, and conflict management.
3. Analyze a variety of topics and sub-topics across a number of industries and organizational structures.
4. Utilize critical thinking skills to recommend solutions and implementation plans regarding key CMO topics and sub-topics of relevance.
5. Evaluate the risks and rewards that CMO’s encounter on a regular basis.
6. Assess how CMO’s most successfully increase shareholder value.
7. Lead and contribute to team projects, from planning, research and analysis to reporting and presentation.

How MKT 599 – CMO ON SHAREHOLDER VALUE CONTRIBUTES TO STUDENT ACHIEVEMENT OF USC MARSHALL’S SIX GRADUATE PROGRAMS LEARNING GOALS		
MARSHALL GRADUATE PROGRAMS LEARNING GOALS	DEGREE OF EMPHASIS (1=Low, 2=MODERATE, 3=HIGH)	MKT 599 OBJECTIVES THAT SUPPORT THIS GOAL
Learning goal #1: Our graduates will develop a strategic level of understanding of the key functions of business and be able to comprehend the relationships between the core business disciplines in order to make holistic judgments and decisions in analyzing business situations.	3	Supported by MKT 599 Learning Objectives 1-7
1.1 Students will demonstrate foundational knowledge of core business disciplines, including their interrelationships.		1-7
1.2 Students will analyze business scenarios, such as cases, with a firm grounding of how each of the core fields play into decisions made.		1-7
1.3 Students will apply theories, models, and frameworks to analyze relevant markets (e.g. product, capital, commodity, factor and labor markets).		1-7
1.4 Students will show the ability to utilize technologies (e.g., spreadsheets, databases, software) relevant to contemporary business practices in a variety of disciplines and industries.		1-7
1.5 Students will demonstrate the ability to utilize interdisciplinary business skills in case analyses, exams, presentations and projects, including capstone projects.		1-7

HOW MKT 599 – CMO ON SHAREHOLDER VALUE CONTRIBUTES TO STUDENT ACHIEVEMENT OF USC MARSHALL’S SIX GRADUATE PROGRAMS LEARNING GOALS (CONTINUED)		
MARSHALL GRADUATE PROGRAMS LEARNING GOALS	DEGREE OF EMPHASIS (1=LOW, 2=MODERATE, 3=HIGH)	MKT 599 OBJECTIVES THAT SUPPORT THIS GOAL
Learning goal # 2: Our graduates will develop a global mindset and a competitive edge in this interdependent, fast-changing, diverse and volatile world through structured educational opportunities. They will acquire knowledge, both theoretical and practical as well as experiential, about America and the rest of the world, and the economic/financial interdependencies that signify current geopolitical, economic and financial relationships that impact business decisions <i>so as to make a difference in the world.</i>	2	Supported by MKT 599 Learning Objectives 1-7
2.1 Students will understand how local, regional and global markets interact and are impacted by economic, social and cultural factors.		1-6
2.2 Students will understand that stakeholders, stakeholder interests, business environments (legal, regulatory, competitor) and business practices vary across regions of the world.		1-6
2.3 Students will demonstrate the ability to evaluate global business challenges and opportunities through experiential learning, immersion international trips, case studies, international business consulting projects and exams.		1-7
Learning goal 3: Our graduates will demonstrate critical thinking skills by making the intellectual connection between quantitative and qualitative tools, theories and context to provide the basis <i>for proper and effective problem solving and decision making as well as the development of new and innovative business opportunities to strategically navigate the complex demands of the current and dynamic national and international business environments.</i>	3	Supported by MKT 599 Learning Objectives 1-7
3.1 Students will understand the concepts of critical thinking, entrepreneurial thinking and creative thinking as drivers of innovative ideas.		1-6
3.2 Students will critically analyze concepts, theories and processes by stating them in their own words, understanding key components, identifying assumptions, indicating how they are similar to and different from others and translating them to the real world.		1-7
3.3 Students will be effective at gathering, storing, and using qualitative and quantitative data and at using analytical tools and frameworks to understand and solve business problems.		1-7
3.4 Students will demonstrate the ability to anticipate, identify and solve business problems. They will be able to identify and assess central problems, identify and evaluate potential solutions, and translate a chosen solution to an implementation plan that considers future contingencies.		1-7
3.5 Students will demonstrate the ability to be accurate, clear, expansive (thorough, detailed) and fair-minded in their thinking.		1-7
3.6 Students will demonstrate their ability to apply critical thinking tools and the USC-CT Framework in designated exercises, cases, projects and exams.		1-7

HOW MKT 599 – CMO ON SHAREHOLDER VALUE CONTRIBUTES TO STUDENT ACHIEVEMENT OF USC MARSHALL’S SIX GRADUATE PROGRAMS LEARNING GOALS (CONTINUED)		
MARSHALL GRADUATE PROGRAMS LEARNING GOALS	DEGREE OF EMPHASIS (1=LOW, 2=MODERATE, 3=HIGH)	MKT 599 OBJECTIVES THAT SUPPORT THIS GOAL
Learning Goal 4: Our graduates will develop people and leadership skills by demonstrating self-awareness, emotional intelligence, curiosity, visionary and strategic thinking, teamwork, reflection and knowledge transfer skills to promote their effectiveness as <i>business managers and leaders</i>.	1	Supported by MKT 599 Learning Objectives 1-7
4.1 Students will recognize, understand, and analyze the motivations and behaviors of stakeholders inside and outside organizations (e.g., teams, departments, consumers, investors, auditors).		1-7
4.2 Students will be able to demonstrate various emotional intelligences and leadership skills such as self-awareness, self-management, teamwork and collaboration to better understand the potential complexities in organizations in papers, exercises, cases, exams and projects.		1-7
4.2 Students will recognize, understand and analyze the roles, responsibilities and behaviors of effective managers and leaders in diverse business contexts (e.g., marketing, finance, accounting, etc.)		1-7
4.3 Students will be able to demonstrate the understanding of visions and values of world-class companies and the impact it has had on financial results.		1-7
4.4 Students will understand factors that contribute to effective teamwork.		1-7
Learning goal 5: Our graduates will demonstrate ethical reasoning skills, understand social, civic, and professional responsibilities and <i>aspire to add value to society</i>	2	Supported by MKT 599 Learning Objective 2
5.1 Students will understand professional codes of conduct.		2
5.2 Students will recognize ethical challenges in business situations and assess appropriate courses of action.		2
5.3 Students will be able to apply ethical principles and professional standards in analyzing situations and making informed decisions.		2
5.4 Students will demonstrate an understanding of and consistently apply the ethical principles and professional standards related to the business world and show the ability to express and follow results of independence and the highest sense of professional ethics.		2
5.5 Students will demonstrate the ability to research, critically analyze, synthesize, and evaluate information, including professional standards for decision making, in the local, regional and global business environment.		2
5.6 Students will enhance their appreciation of values of social responsibility, legal and ethical principles and corporate governance through the analysis and discussion of pertinent articles and real business cases, seminars and summits.		2

HOW MKT 599 – CMO ON SHAREHOLDER VALUE CONTRIBUTES TO STUDENT ACHIEVEMENT OF USC MARSHALL’S SIX GRADUATE PROGRAMS LEARNING GOALS (CONTINUED)		
MARSHALL GRADUATE PROGRAMS LEARNING GOALS	DEGREE OF EMPHASIS (1=Low, 2=MODERATE, 3=HIGH)	MKT 599 OBJECTIVES THAT SUPPORT THIS GOAL
Learning Goal #6: Our graduates will be effective communicators <i>to facilitate information flow in organizational, social, and intercultural contexts</i>	3	Supported by MKT 599 Learning Objectives 1-7
6.1 Students will identify and assess diverse personal and organizational communication goals and audience information needs.		1-7
6.2 Students will understand individual and group communications patterns and dynamics in organizations and other professional contexts.		1-7
6.3 Students will demonstrate an ability to gather and disseminate information and communicate it clearly, logically, and persuasively in professional contexts.		1-7
6.4 Students will be able to clearly communicate in oral and written formats the solutions to business issues and problems accurately and effectively.		1-7