Course Title: Seminars in Marketing, Direct Marketing
Course Number: MKTG 491, Section 001, Fall 2019
Course Description: Direct Marketing covers the whole process of direct and interactive marketing: planning the campaign, developing the creative approaches, selecting media, offering it to the potential buyers, seeing that the offer is fulfilled and developing the databases to enable future efforts.

Class Location: Robinson B, Room 368
Class Meeting Time: Mondays, 4:30 to 7:10 P.M.
Final Exam: Monday, December 16, 2019, 4:30 to 7:15 P.M.
Instructor: Jeffrey Kulick
Contact information:
I usually return email and phone mail messages the same day I receive them.

University office:
Room 149A, Enterprise Hall
Telephone:
University: 703-993-2197
Home office: 703-281-2588 (preferred)
Cell: 703-851-6450
Fax: 703-993-1809
E-mail address: jkulick@gmu.edu
Office hours: Mondays, 3:00—4:00 P.M. or by appointment
Course website: Blackboard

Course Prerequisites
Students must have completed MKTG 301 or MKTG 303 with a grade of C or higher and have attained degree status.

Course Materials
You and the class will use the following cases:


Each of these cases is required reading. They are not available through the GMU Bookstore or Print Shop. If you wish to purchase them directly from Harvard Business School Publishing, a coursepack for this course is accessible through:

https://hbsp.harvard.edu/import/650207

We will complete all the chapters in the text. The text introduces many concepts, so it is imperative that you read the chapters on a timely basis. Do not fall behind in the reading.

I highly recommend daily reading of the business sections of either The Washington Post or The New York Times. You should also consider a subscription to a business-oriented periodical such as The Washington Business Journal, The Wall Street Journal, The Financial Times, Business Week, or The Economist. You may prefer to get your news online. If so, you would find it useful to consider adding marketing newsfeeds to your regular reading.

I will provide you with additional materials from other sources during class. The materials include videos appropriate to the class discussion and other books, magazines, etc. The classroom discussions and presentations will be the basis for insights and understanding of key concepts. Guest speakers will join us to provide practitioners’ insights. These materials will be the basis for examination questions.

From time to time, class work and the text will be supplemented by suggestions for outside reading. These suggested materials will be for your interest and development, and they will not be the basis for examinations.

Course objectives

Two of the Undergraduate Learning Goals adopted by the School of Business Faculty in the Spring of 2016 will be emphasized, and your learning will be measured in case studies, assignments, participation and examinations:

Goal 4: Our students will demonstrate an understanding of and the ability to apply knowledge of core business disciplines including accounting, finance, information systems, management, marketing, and operations management.

This course provides a foundation for marketing and other courses within the School of Business. You are expected to develop a solid understanding of and practice the principles of marketing.
Goal 5: Our students will demonstrate knowledge and skills appropriate for specialization in their majors. You will develop an understanding of the practices of direct and interactive marketing, including but not limited to: analysis of the role of and use of direct and interactive marketing in its many forms; applying marketing research and database marketing concepts; understanding sales promotion techniques; and, the ethical implications of direct and interactive marketing.

Class structure
The course incorporates four basic elements or approaches—introduction of concepts through reading and lectures, application of these concepts through class discussions, individual assignments, and case studies.

During the first classes, the emphasis will be on building a foundation through the introduction of concepts. Later classes continue to introduce new material and will build on the foundation to create a comprehensive view. Class discussion will form a crucial element to integrate the concepts. As such, class participation is essential for students to get full value from the class. Class attendance and participation are expected. You will be tested on materials in the reading and class discussions.

You are responsible for your learning. The quality of your learning will dramatically increase if you are prepared for class; if you do not, you are going to fall behind. You will be provided with Reading Assignments to help you focus on the main concepts in the textbook chapters. Reading the text is essential; you cannot rely on the presentation slides to develop an understanding of the material and prepare for the homework, examinations and assignments.

Your learning will be evaluated in four different ways:
- Examinations. There will be one mid-term exam and one final exam.
- Class participation. See page 6.
- Case studies. There are three individual case study discussion using cases listed on page 2. You will also work with a group to explore and report on a comprehensive case study from the textbook.
- Individual assignments. You will read and report on a direct and/or interactive marketing book, and you will undertake an in-depth critique of a direct mail campaign.

Grades
You may earn up to 1,000 points during the course of the class. Your grade will be determined by the total points you earn. Exams and assignments are not given letter grades.

Final grades are not negotiated. You will have opportunities to earn points throughout the semester, and in a variety of ways. There is no rounding, and there is no curve.
Points may be earned as follows:

Exams and Quizzes
- Mid-term Exam: 150 points
- Final Exam (comprehensive): 200 points

Points from Examinations: 350 points

Individual assignments
- Book review: 125 points
- Direct marketing critique: 125 points

Total Individual assignments: 150 points

Case Studies (group)
- Individual Case Study Discussions: 150 points
- Final Case Presentation: 300 points

Points from Case Studies: 450 points

Class participation: 50 points

TOTAL POINTS TO BE EARNED: 1,000 points

Your final grade for the course will depend on the total number of points you earn:

<table>
<thead>
<tr>
<th>Points</th>
<th>Letter Grade</th>
<th>Grade Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>930 – 1,000 points</td>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>900 – 939 points</td>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>870 – 899 points</td>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>830 – 869 points</td>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td>800 – 829 points</td>
<td>B-</td>
<td>2.7</td>
</tr>
<tr>
<td>770 – 799 points</td>
<td>C+</td>
<td>2.3</td>
</tr>
<tr>
<td>730 – 769 points</td>
<td>C</td>
<td>2.0</td>
</tr>
<tr>
<td>600 – 729 points</td>
<td>D</td>
<td>1.0</td>
</tr>
<tr>
<td>Below 600 points</td>
<td>F</td>
<td>0.0</td>
</tr>
</tbody>
</table>

Excellent demonstrations of understanding, application, integration, clear understanding and critical thinking will distinguish efforts that receive the highest points in assignments. Concise, insightful responses and comments are preferred over rambling, unfocused responses.

Please note that the University considers a B to be a good grade. The School of Business considers a B to be a good grade. I consider a B to be a good grade. An A is a grade that is not earned automatically.

**Specific responsibilities**

You must prepare for class—for your own learning and out of respect for your fellow students who have prepared. Time management is a skill you must master if you have not done so yet.

Attendance is expected. Much of the material will be developed in class and in discussion.
If there are emergencies or unavoidable absences, you should contact me prior to the class. You must arrange to get handouts and assignments from fellow students or Blackboard. I do not use prepared Lecture Notes, so if you miss a class, you will need to consult your classmates.

Detailed class and reading assignments will be made during the course. Discussion cases for each chapter will be identified prior to the class. Assignments will be posted on Blackboard. You are expected to complete the assignments thoroughly and submitting college-level work.

Students are also reminded of their responsibilities in upholding the George Mason University Honor Code. Not only are you expected to uphold the highest standards, but you are also responsible for enforcing the Honor Code if you discover violations.

**Examinations**

Exams and quizzes will be closed-book, no-notes. The exams will consist of objective questions and short essay type questions. The essay portion of the final will be comprehensive, and the objective questions will cover the material between the midterm and the end of the course. As the schedule permits, the class will review major concepts before the exam. The exams will cover the textbook materials, supplemental materials from the class and all in-class presentations.

Any use of electronic devices during the testing times will be interpreted as a violation of the University Honor Code. These devices include portable music players, cellular phones, electronic translators, calculators and similar devices. All electronic devices must be turned off and out of sight during quizzes and exams. Any student using such devices during an exam or any form of cheating during the exam will be a violation of the Honor Code. The School of Business has clear guidelines to be applied to Honor Code violations, and these guidelines will be followed. These guidelines will be reviewed during the first class.

Consistent with University policy, only provable, i.e., documented, absences due to personal illness or family emergencies constitute acceptable absences for missing exams. Preplanned weddings, vacations and deep-discount airfares are not acceptable excuses. There are no make-up exams or adjustments to satisfy the convenience of the students enrolled in this class.

Please note the date and time for the final exam. You must take the exam at the assigned time. Do not plan to begin travel before or during the final exam. If someone else is scheduling these travel plans, make sure they know.

If an examination is missed due to a provable or documented absence, you must make up the exam within one week. Unless you have made prior arrangements with me, a missed exam will result in a penalty of 10 percent of the total for the examination.
You must read the text. Lecture, notes and summaries will help you understand the text, but they cannot be considered an adequate substitute for reading the text.

Assignment Summaries (detailed descriptions are provided separately)

**Individual assignments:**

**Book Review Assignment**  
Points possible: 125 out of 1,000 points possible in the course  
Assignment due date: Monday, November 4, 2019  
You will read and critique a trade publication on direct marketing of your choice. You will test the book’s main ideas against what you are learning in the course.

**Direct Mail Critique Assignment**  
Points possible: 125 out of 1,000 points possible in the course  
Assignment due date: Monday, November 25, 2019  
You will collect direct mail pieces sent to you and analyze the effectiveness of these pieces in relation to what you are learning in the course.

**Case Study Discussions**  
Points possible (total): 150 points out of 1,000 points possible in the course  
Class discussions: September 16, 23, and 30, 2019  
You will participate in a discussion in class exploring the cases and arriving at a solution in class better than you could devise on your own.

**Group Assignments**  
Comprehensive Case Study Presentation  
Assignment due: December 2, 2019  
You will work in a group to prepare one of the comprehensive cases in the textbook. You will prepare a detailed class presentation following the DMAW/EF MAXI competition rules, and your will present your recommendations to an outside panel of experts.

**Class participation and attendance**  
Most of you will be developing a marketing career upon graduation. As you work, you will be required to work every day except for planned time away or severe/contagious illnesses. Work will be demanding, and preparation is so basic it isn't even discussed. You cannot rely on others to carry the weight of your responsibilities, including discussions. The same is expected in this class.

Exercises and discussion will be a part of almost all classes. All students are expected to be prepared for discussions and to participate in them.

Marketing is enhanced by dialogue, and this class will be greatly enhanced when students actively participate. Discussion and dialogue are essential to develop communication skills and explore topics in depth.
Class participation will be worth up to 50 points toward the course grade. You will be evaluated on participation including both speaking and listening, demonstrating the ability to evaluate others’ comments constructively, demonstrating familiarity with assigned readings and working effectively in class. The case study discussions offer excellent opportunities for class participation. You are not graded on attendance, though you cannot participate if you do not attend class. **However, simply showing up and not participating will not earn you very many points.**

To earn the full points, you should:

- Volunteer examples, insights and responses in class.
- Demonstrate having read assignments, thought about the questions and analyzed materials.
- Build on the comments of others—disagreeing where appropriate but also supporting the comments and integrating viewpoints.
- Share expertise and experiences relevant to the discussion.
- Comment on the substance and topic of the classes demonstrating integration of the materials.

Not everyone likes speaking up in a class situation. If, however, a student does not enter into the discussions, there is no way to tell if he or she is learning or understanding the concepts presented. Each student is expected to contribute. You cannot participate if you do not attend class.

**Written materials**

All work is due at the beginning of the class on the due date. Late work will not be accepted unless specific, prior arrangements have been made with the instructor. If accepted late, late work will receive a lower grade. All work must be completed by the final examination. You will received detailed assignment descriptions.

In scoring your written materials, I look for internal validity (that the analyses, discussions and recommendations are based on appropriate principles and are consistent) and external validity (the recommendations are reasonable given the current marketing environment). Additionally, organization, understanding, originality, breadth, depth of coverage and clarity of expression are important evaluation criteria.

All written reports should be neatly typed, legible and free of errors in grammar and spelling. Documents should be formatted as follows:

- Single-spacing, Times New Roman or Garamond font, 12-point font, with one-inch margins. Pages after the first page must have a header showing the course title, assignment title and page number.

To cite and reference professional or academic sources, please use APA style. Specific instructions for in-text citations and referencing are found in the Publication
Manual of the American Psychological Association, 6th Edition or at
http://owl.english.purdue.edu/owl/resource/560/01/. To help manage the citations
and seamlessly create reference lists, Mason supports free software called Zotero at
https://www.zotero.org/.

Group deliverables should have a title page showing a title for the report, course
name and number, date due and the students’ names.

Part of the evaluation of each written assignment will be the quality of the writing, with
specific emphasis on solid business prose.

Unless otherwise stated, you must submit an electronic version of the assignments along
with the written assignments.

Your success
The faculty of the School of Business are committed to your success. We cannot always tell
that you are having problems with the course or course material until it is too late—when
you turn materials in. Each of us in the Faculty maintain office hours to be available to you
for help with course materials and career guidance. You, however, must take the initiative.

It may be obvious that you are having problems, in which case I will initiate contact. Do not
rely on this, however.

Community Standards of Behavior
The mission of the School of Business at George Mason University is to create and deliver
high quality educational programs and research. Students, faculty, staff, and alumni that
participate in these educational programs contribute to the well-being of society. High
quality educational programs require an environment of trust and mutual respect, free
expression and inquiry, and a commitment to truth, excellence, and lifelong learning.
Students, program participants, faculty, staff, and alumni accept these principles when they
join the School of Business community. In doing so, they agree to abide by the following
Community Standards of Behavior:

- Respect for the rights, differences, and dignity of others
- Honesty and integrity in dealing with all members of the community
- Accountability for personal behavior

Integrity is an essential ingredient of a successful learning community. Ethical standards of
behavior help promote a safe and productive community environment, and ensure every
member the opportunity to pursue excellence.

The School of Business can and should be a living model of these behavioral standards. To
this end, community members have a personal responsibility to integrate these standards
into every aspect of their experience at the School of Business.
Through our personal commitment to these Community Standards of Behavior, we can create an environment in which all can achieve their full potential.

**George Mason University Honor Code**

Students are reminded of their responsibilities under the George Mason University Honor Code. GMU is an Honor Code University. Please see the University Catalog for a full description of the code and the honor committee process. It is understood that the students will uphold the highest standards of academic work and keep their efforts free of the four areas the Honor Code addresses specifically—cheating and attempted cheating, plagiarism, lying and stealing.

The principle of academic integrity is taken very seriously and violations are treated gravely. What does academic integrity mean in this course? Essentially this: when you are responsible for a task, you will perform that task. When you rely on someone else’s work in an aspect of the performance of that task, you will give full credit in the proper, accepted form. Another aspect of academic integrity is the free play of ideas. Vigorous discussion and debate are encouraged in this course, with the firm expectation that all aspects of the class will be conducted with civility and respect for differing ideas, perspectives, and traditions. When in doubt (of any kind) please ask for guidance and clarification.

While individuals may wish to consult, analyze and discuss their work with others, the student is responsible for ensuring he or she complies with the Honor Code.

I take the Honor Code seriously. I will be glad to discuss any of the Honor Code definitions or implications. The responsibility of each student as well as the faculty to ensure the Honor Code is upheld.

The School of Business Faculty has created guidelines on penalties. These apply to all courses, all students and all faculty. I will discuss these in class, though I hope I will not have to use them.

**Special note on electronic communications:**

Students must use their Mason email accounts to receive important University information, including messages related to this class. See [http://masonlive.gmu.edu](http://masonlive.gmu.edu) for more information.

For all class activities, you must use your GMU email address/account. The use of a different address may result in loss of all points for that portion of the class.

You may use your choice of email addresses for correspondence, but if I am not familiar with the name in the email, I will likely delete it for protection of my computing resources. Please be sure to identify the matter of the email in the subject line. And, please be aware that rules of grammar and spelling apply to emails; they are not text messages.
Do not text me with important information.

**Campus Resources for your success**

The Writing Center
The Writing Center is a valuable resource for students. If you are unfamiliar with business writing, or if your writing skills are not as strong as you’d like, please plan a little extra time to get help with the Writing Center.

The Writing Center is located in Robinson Hall A114, (703-993-1200),
http://writingcenter.gmu.edu

University Libraries
You are strongly encouraged to use the University Databases and Libraries. You may want to use the “Ask a Librarian” service: http://library.gmu.edu/mudge/IM/IMRef.html

**Counseling And Psychological Services (CAPS):**
(703) 993-2380; http://caps.gmu.edu

Learning Services
The University provides students with a variety of videos, downloads and seminars to improve your academic performance. Please see the website for a detailed listing:
https://learningservices.gmu.edu/

**Office of Disability Services**
If you are a student with a disability and you need academic accommodations, please see me and contact The Offices of Disability Services (ODS) at 703-993-2474. All academic accommodations must be arranged through the ODS. Please take care of this during the first two weeks of the semester. More information about ODS is available at http://www.gmu.edu/student/drc

**Student athletes**
If you are a student athlete participating in the sport during this semester, please let me know during the first two weeks of class.

**Religious observances**
Students who will miss class for religious reasons should inform me of their anticipated absences as soon as possible.

**Inclement weather**
Information regarding weather-related changes in the University’s schedule (e.g., closing or late opening) will be provided on the GMU website and via MasonAlert. Students sign up
for the Mason Alert system to provide emergency information of various sorts at https://alert.gmu.edu

**Emergencies**
An emergency poster exists in each classroom explaining what to do in the event of crises and that further information about emergency procedures exists on http://www.gmu.edu/service/cert

The Public Safety Department offers a variety of courses and services. Please discover these resources at https://police.gmu.edu/programs-and-services/

**Other**
There are a number of additional resources available to you on the School of Business website.

In addition, University Life has many resources available to students. You should explore these offering and take advantage of every one of these you can.

**University Policies**
The University Catalog, http://catalog.gmu.edu, is the central resource for university policies affecting student, faculty, and staff conduct in university academic affairs. Other policies are available at http://universitypolicy.gmu.edu/. All members of the university community are responsible for knowing and following established policies.
## Textbook Reading Schedule, Assignment Due Dates and Exam Schedule

Events that will be graded are in **bold face**.

<table>
<thead>
<tr>
<th>Class days and dates¹</th>
<th>Student Reading Responsibilities²</th>
<th>Milestones and Key Events³</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 01</td>
<td>Chap. 01: Processes and Applications of Direct and Interactive Marketing</td>
<td></td>
</tr>
<tr>
<td>Mon., Aug. 26</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Week 02               | Chap. 02: Building Databases, Rewarding Customers and Managing Relationships | Approval of book review selection by Saturday 09/14  
Guest speaker: Mr. Scott Huch, President, Direct Creative, Inc. |
| Mon., Sept. 09        |                                  |                             |
| Week 03               | Chap. 03: Lists and Market Segments | Case study: *Marketing James Patterson* |
| Mon., Sept. 16        |                                  |                             |
| Week 04               | Chap. 04: Marketing Analytics: Testing and Measurement | Case study: *Progressive Insurance* |
| Mon., Sept. 23        |                                  |                             |
| Week 05               | Chap. 05: The Offer              | Case study: *nibblr*       |
| Mon., Sept. 30        |                                  |                             |
| Week 06               | Chap. 06: Message Strategies     | Form groups for Capstone   |
| Mon., Oct. 07         |                                  |                             |
| Week 07               | Midterm Exam                     |                             |
| Tues., Oct. 15        |                                  |                             |
| Week 08               | Chap. 07: Print Media            |                             |
| Mon., Oct. 21         | Chap. 08: Television, Radio and Digital Media |                             |
| Week 09               | Chap. 09: Mobile, Text, and Telephone | Guest speaker: Chris Earp, BeaconfireRed |
| Mon., Oct. 28         | Chap. 10: Digital and Social Media |                             |
| Week 10               | Chap. 11: Business-to-Business (B2B) | Book Review due |
| Mon., Nov. 04         |                                  |                             |
| Week 11               | Chap. 12: Fulfillment and Customer Service |                             |
| Mon., Nov. 11         |                                  |                             |
| Week 12               | Chap. 13: Environmental, Ethical, and Legal Issues |                             |
| Mon., Nov. 18         |                                  |                             |
| Week 13               | Chap. 14: International Direct and Interactive Marketing | Direct Marketing Critique Due |
| Mon., Nov. 25         |                                  |                             |
| Week 14               | Group Case Study Presentations   |                             |
| Mon., Dec. 02         |                                  |                             |
| Mon., Dec. 16         | Final Exam                       |                             |
| 4:30 P.M. to 7:15 P.M.|                                  |                             |

¹ All classes meet 4:30 to 7:10 P.M. Final Exam on Monday, December 16, will be from 4:30 P.M. to 7:15 P.M.
² All readings are from *Direct, Digital and Data-Driven Marketing, 4th* Edition by Spiller. Additional readings, e.g. articles, may be assigned.
³ Guest speakers have been invited, and the classroom schedule will be adjusted to accommodate these speakers.