“Business has only two functions: Marketing and Innovation.”
– Management visionary and guru Peter F. Drucker (1909-2005)

“Never invest in a business you cannot understand.”
– Investor, businessman and philanthropist Warren E. Buffett

MSOM 303-002 GENERAL INFORMATION:

Course Dates: August 28; September 4, 11, 18 and 25; October 2, 9 (Mid-Term Examination), 16, 23 and 30; November 6, 13 and 20; December 4 (Team Marketing Plan Presentations) and 11 (Final Examination) … NOTE: No class on November 27 (Thanksgiving Break).

Description: Presents marketing principles, concepts, strategies and analytical tools used by profit and nonprofit organizations to market ideas, products, and/or services to selected target groups. Emphasizes on how to develop, promote, distribute and price the firm’s offerings in a dynamic economic, social, political and global environment.

Overview: The course and the textbook are structured to help you integrate these concepts into a comprehensive introduction to the discipline of marketing. You will develop a Marketing Plan / Written Report and Classroom Presentation as a team. This will offer you a way to integrate the entire class material and build your team dynamics and communication skills. Marketing is a discipline with a great deal of interaction with the external environment of a business. As such, marketing practices demonstrate a company's behaviors and beliefs to consumers, suppliers, shareholders and other stakeholders. It is critical that marketers act ethically and assume a leadership role in business ethics. Ethics in business — particularly ethics in marketing — will be an emphasis.

Learning Objectives: This course may not be taken for credit by School of Management (SOM) majors. Students who have already taken and received credit for MKTG 301 will not receive credit for MSOM 303. Because this course deals with subjects and ideas you encounter every day, you may have the impression the material will be easy. It is not difficult material, but there is a significant amount of it, and there are many relationships that will be new to you. You will be learning a new vocabulary of marketing terms. You will draw on your experience as a consumer, but you will also gain new insights into business, management and marketing. At the conclusion of the course, you will be able to:

- Define marketing and what it involves.
- Discuss how environmental factors affect marketing decisions and activities.
- Understand the forces at work in consumer, business to business, services and nonprofit organization marketing.
- Understand the philosophy of marketing as a way of managing a company.
- Understand how marketing decisions are made and what kinds of information are necessary for good decisions.
- Understand the ethical challenges marketers face and develop a framework for making personal, ethical choices.
- Be able to identify the components of the marketing mix and the role of each in a Marketing Plan.
- Know the basic principles of consumer behavior as they relate to purchase decisions.
- Understand the principles of segmenting and targeting markets and the advantages these principles provide in a global marketplace.
- Be able to identify the tools of marketing communication and know the advantages and disadvantages of each.
- Understand the factors that influence pricing and distribution decisions.
- Understand the factors that influence product, service and issue-related decisions.
- In addition, you will practice the kinds of skills necessary in marketing through the assignments and class work including:
  - Working in small groups to address marketing issues
  - Problem solving, individually and in small groups
  - Business writing
  - Research capabilities as they pertain to marketing

Structure: The course incorporates two basic elements or approaches: introduction of concepts through reading and lectures, and application and integration of these concepts into the Team Marketing Plan / Written Report and Classroom Presentation. You will also work on your presentation skills as part of the team project, Marketing Plan / Written Report and Classroom Presentation. During the first weeks, the emphasis will be on the introduction of concepts. The middle section will emphasize application of concepts. The end will emphasize integration of the concepts. Some of the work in classes will focus on small-group exercises. You are responsible, however, for the primary learning.

Prerequisites: Prior to beginning the Minor in Business, students must have completed 38 credit hours. Completion of Economics 103 is strongly preferred, but not required.

Syllabus / Page 1
**MSOM 303-002 TEXTBOOK AND MATERIALS:**

**Textbook:** *M: Marketing* by Grewal / Levy, 3rd Edition. This is a soft-cover book with a prominent red rectangle on the cover. Other required readings will be posted on Blackboard.

**Materials:** Additional materials will be provided from other sources during the course. The classroom discussions and presentations will be the basis for insights and understanding of key concepts; and will be the basis for examination questions. From time to time, classwork and the textbook will be supplemented by suggestions for outside reading. These suggested materials will be for the interest and development of the student; and they will not be the basis for examinations.

**Blackboard Page:** The course website contains an extensive array of information. The URL for GMU courses is https://mymasonportal.gmu.edu. Your user ID and password are your GMU e-mail ID and password. When the page loads, go to the “Courses” tab at top and the courses you are registered for will be listed. This class is listed as 201370.72003 MSOM-303-002 (Fall 2013).

**MSOM 303-002 FULL AGENDA:**

<table>
<thead>
<tr>
<th>Class #</th>
<th>Date</th>
<th>Topics: Readings, Discussions and Video Case Studies</th>
<th>Team Marketing Plan / Written Report and Classroom Presentation</th>
<th>Other Key Initiatives</th>
<th>Important Notes and Comments</th>
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<tbody>
<tr>
<td>Class # 1 / August 28</td>
<td>N/A</td>
<td>Marketing Plan Template: Steps 1-3</td>
<td>Introductions ... Syllabus and Course Requirements ... Overview of Discipline of Marketing ... Instructor's Personal Case Study: Consequence of Sound (CoS) Business Plan</td>
<td>Read and understand all course requirements and expectations ... Visit and review <a href="http://consequenceofsound.net">http://consequenceofsound.net</a>.</td>
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<tr>
<td>Class # 2 / September 4</td>
<td>Marketing: Section 1 / Assessing the Marketplace: C1: Overview of Marketing; C2: Developing Marketing Strategies and a Marketing Plan ... <strong>VIDEOS</strong> (TBA): C1: “M&amp;M’s: Creating Value with Marketing” and “Jeans”... C2: “Staples: Creating a Strategy for Growth” and “Home Shopping Network”</td>
<td>Marketing Plan Template: Steps 4-6 ... Assign Teams for Marketing Plan / Written Report and Classroom Presentation</td>
<td>TBD: Potentially Instructor’s Personal Case Study, Guest Speaker or Roundtable Discussion</td>
<td>Leverage Active Review Cards.</td>
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<td>Class # 6 / October 2</td>
<td>Marketing: Section 3 / Targeting the Marketplace: C8: Segmentation, Targeting and Positioning; C9: Marketing Research Plan ... <strong>VIDEOS</strong> (TBA): C8: “McDonald’s: Segmentation, Targeting and Positioning”; ... C9: “Kraft: Marketing Research to Aid Launch of Ritz Chips”</td>
<td>General Questions / Clarifications on Team Marketing Plan / Written Report and Classroom Presentation</td>
<td>Mid-Term Examination Tips</td>
<td>Leverage Active Review Cards.</td>
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<tr>
<td>Class # 7 / October 9</td>
<td>*** Mid-Term Examination: Chapters 1-9 ***</td>
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<td>Bring Scantron® answer cards.</td>
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YOUR RESPONSIBILITIES:

Specific Responsibilities: To meet the course objectives, you will use reading, assignments, projects, discussion and research. Emphasis will be placed on learning and applying theories and techniques to a variety of situations. 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. Detailed class and reading assignments will be made during the course. Assignments will be posted via https://mymasonportal.gmu.edu and Blackboard.

Individual Participation (10% of Final Grade): Marketing is enhanced by dialogue, and this class will be greatly enhanced when students actively participate. Class participation is essential to develop communication skills and explore topics in depth. Students who make an effort to participate will be noticed. Active participation including both speaking and listening, demonstrating the ability to evaluate others’ comments constructively, demonstrating familiarity with assigned readings and working effectively with groups and the class as a whole is particularly noticed. To demonstrate class participation, the student 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, the 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.

Mid-Term and Final Examinations (50% of Final Grade): You will take two closed-books, closed-notes exams: Mid-Term on October 9 and Final on December 11. The former primarily will be objective questions and are based on lectures and textbook materials. As the schedule permits, the class will review major concepts before the exam. The Final Exam will cover the textbook materials, supplemental materials from the class and all in-class presentations. This examination will be a

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Class # 9 / October 23
Marketing: Section 4 / Value Creation: C12: Services: The Intangible Product Plan …
VIDEOS (TBA): C12: “Netflix: Service Excellence 24/7” and “Sweetwater”
Development of Team Marketing Plan / Written Report and Classroom Presentation
TBD: Potentially Instructor’s Personal Case Study, Guest Speaker or Roundtable Discussion
Leverage Active Review Cards.

Class # 10 / October 30
Development of Team Marketing Plan / Written Report and Classroom Presentation
TBD: Potentially Instructor’s Personal Case Study, Guest Speaker or Roundtable Discussion
Leverage Active Review Cards.

Class # 11 / November 6
Marketing: Section 6 / Value Delivery: Designing the Channel and Supply Chain: C14: Supply Chain and Channel Management; C15: Retailing and Multichannel Marketing Plan …
Completion of Team Marketing Plan / Written Report and Classroom Presentation
TBD: Potentially Instructor’s Personal Case Study, Guest Speaker or Roundtable Discussion
Leverage Active Review Cards.

Class # 12 / November 13
Marketing: Section 7 / Value Communication: C16: Integrated Marketing Communications; C17: Advertising, Public Relations and Sales Promotions Plan …
Completion of Team Marketing Plan / Written Report and Classroom Presentation
TBD: Potentially Instructor’s Personal Case Study, Guest Speaker or Roundtable Discussion
Leverage Active Review Cards.

Class # 13 / November 20
Marketing: Section 7 / Value Communication: C18: Personal Selling and Sales Management Plan …
VIDEOS (TBA): C18: “GM Procurement Services: Relationship Selling” and “Sweetwater”
Submission of Team Marketing Plan / Written Report and Classroom Presentation
Instructor’s Personal Case Study: LandAmerica Financial Customer Satisfaction and Retention … Roundtable Discussion … Final Examination Tips
Leverage Active Review Cards … Distribute Peer Evaluation Forms.

*** No Classes – Thanksgiving Break ***

Class # 14 / December 4
*** Team Marketing Plan Presentations***

Class # 15 / December 11
*** Final Examination: Chapters 10-18 ***
Bring Scantron® answer cards … Collect Peer Evaluation Forms.
presentation, but they are expanded upon during the lectures and discussions. Successful students tend to take detailed notes, review them after class, identify
distinguish efforts that receive the highest points in assignments. For example, concise, insightful responses and presentations are preferred over rambling,
I  consider a B to be a good grade. I
focus on the main concepts in the textbook chapters. The textbook is designed to help you read, understand and study. Do not fall behind in the reading. There is an
How To Succeed:
TIPS FOR SUCCESS:
Marketing Plan: Written Report and Classroom Presentation (40% of Final Grade): Your team will research, develop, validate and deliver a Marketing Plan / Written Report; your team will also research, develop, validate, deliver and give a Marketing Plan / Classroom Presentation. Components will include an Executive Summary; Business Mission; Objectives; Situation (SWOT) Analysis: Internal Strengths and Weaknesses; External Opportunities and Threats; Marketing Strategy; Target Market Strategy; Marketing Mix (Product, Place / Distribution, Promotion and Price); Implementation, Evaluation and Control; and Strategic Alternatives. We
compared the following points will be evaluated – including selection of a specific Company’s product(s) or service(s) – and will use as a guide the “Marketing Plan Template.” One-half of your Marketing Plan grade will be based on the Written Report and one-half on the Classroom Presentation. The latter will comprised of a brief PowerPoint presentation and questions from the class and instructor. Each student will stand in front of the class and speak. Please note there will be team requirements to meet and work on these deliverables outside of the allocated class time. (Further information to be addressed during classes.)
Team Participation: Several assignments will be conducted through team efforts. Teamwork is always a challenge. On one hand, there are free riders and, alternatively,
there are domineering people who refuse to listen to the thoughts of others. Each member has the responsibility to make their team work. As an incentive to assure team cooperation, your contributions (“share of the heavy lifting”) will be evaluated – on an individual and confidential basis – by your teammates, and could impact (“plus or minus”) your grade(s). Also, students can be “fired” from the team; however by so doing, the team will receive a 15% penalty for their actions.

EVALUATIONS AND GRADING:
Evaluation: Your learning will be evaluated in three different ways:
- **Examinations.** The exams will test your knowledge and understanding of the basic vocabulary and concepts in marketing. You will be required to integrate and apply ideas and concepts.
- **Team Assignments.** You will work with a team to develop a Marketing Plan / Written Report and Classroom Presentation. Details of the assignment will be presented in upcoming classes. Members of the team will also evaluate the work of others in the team.
- **Class Attendance and Participation** are expected. You will be tested on materials in the reading and class discussions.

Grading: You may earn up to 1,000 points during the course of the class. Your grade will be determined by the number of points that you earn. Points may be earned as follows:
- **Mid-Term Examination:** 250 Points
- **Final Examination:** 250 Points
- **Marketing Plan / Written Report:** 200 Points* **
- **Marketing Plan / Classroom Presentation:** 200 Points**
- **Individual Assignments and Participation** (Latter requires attendance): 100 Points*

(* Late work allowed within five days of deadline and penalized 50% of grade; work later than five days not accepted and penalized 100% of grade; ** Weighted via individual and confidential Peer Evaluations of fellow teammates.)

Final Grade: Your course grade for the course will depend on the total number of points you earn:
- More than 960 = A+
- 940 to 959 = A
- 900 to 939 = A-
- 870 to 899 = B+
- 830 to 869 = B
- 800 to 829 = B-
- 770 to 799 = C+
- 700 to 769 = C
- 600 to 699 = D
- Fewer than 600 = F

Please note the University considers a B to be a good grade; the School of Management considers a B to be a good grade; and I consider a B to be a good grade. I hope there are many A’s in the class, but an A is a grade that is not awarded lightly. Excellent demonstrations of application, integration and clear understanding will distinguish efforts that receive the highest points in assignments. For example, concise, insightful responses and presentations are preferred over rambling, unfocused responses.

TIPS FOR SUCCESS:
How To Succeed: The quality of your learning will dramatically increase if you are well prepared for class. You will be provided with reading assignments to help you focus on the main concepts in the textbook chapters. The textbook is designed to help you read, understand and study. Do not fall behind in the reading. There is an extensive body of literature on learning that emphasizes not only preparation, but the practice of taking detailed notes in class. Each class has detailed PowerPoint presentations, but they are expanded upon during the lectures and discussions. Successful students tend to take detailed notes, review them after class, identify material that they are still unsure of after referring to the textbook, and then either contact the professor or bring them up at the next class. Course rules and “Secrets of Success” will be further addressed during classes.)
for Success” include:
1. You all will be treated as adults.
2. Attend class – and return from breaks – consistently and on time … There are only 15 classes.
3. Be prepared for and laser focused on all discussions and all assignments.
4. Meet all inside and outside class commitments – individual as well as team – on time, completely and to highest of quality.
5. Devote at least eight to 12 hours per week to reading and preparing for this course and all required assignments.
6. An A is not the default grade … We all start with a clean slate: Zero Points … Additional details aforementioned.
7. We do not grade input (i.e., how much work you put into class) … We can only grade output (i.e., assignments, tests, team initiatives), which is a result of devoting at least eight to 12 hours per week to reading and preparing for this course and all required assignments.
8. We are 100% committed to maintain integrity of grading process for GMU in general and SOM in particular …
9. ... Therefore, your final grade is your final grade … There is no “rounding off” or curving; please do not ask.
10. I offer potential bonus points on the two examinations to acknowledge and reward students for materials covered in class.
11. Demonstrate unwavering commitment to University Honor Code ... ... Additional details follow.
12. No laptops, notebooks or smartphones … No active cell phones or texting… No portable media players.
13. No side conversations … No reading of non-course materials.
14. No eating … No resting or sleeping.
15. Stay current on all your GMU e-mail and Blackboard postings.
16. If you have technical problems – e.g., Blackboard, McGraw-Hill / Irwin (re: M: Marketing) – contact the appropriate service desk(s) for resolution … I can assist as a last resort.
17. We want to remain as “paperless” as possible … You should have access to all required materials via Blackboard.
18. Please respect my (day-time / weekend) schedule, outside commitments and response time.

HONOR CODE AND COMMUNITY STANDARDS OF BEHAVIOR:

**Honor Code:** Academic honesty is important to maintaining the integrity of our university, which helps to ensure that your degree will earn you the respect you deserve. In this course you will be expected to adhere to the George Mason University Honor Code, and also to the specific rules listed below. Failure to do so may result in a score of zero points on the relevant assignment or in the filing of charges with the Honor Committee. The Honor Code specifically prohibits cheating and attempted cheating, plagiarism, lying and stealing. In addition, the following rules apply to this course: Your individual assignment and exams must be entirely your work. Collaborating with classmates is prohibited; and use of any prepared solutions to our cases (if available), even if the solution is not plagiarized, will be considered cheating. For further information, please refer to the GMU website (http://oai.gmu.edu/honor-code).

**Community Standards of Behavior:** One important goal of GMU’s School of Management is to create and deliver high-quality educational programs in order to meet the needs of the regional, national and international business communities. SOM graduate programs are designed primarily for working professionals. These working professionals – as well as the 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. Accountability for personal behavior. Integrity means living up to moral and ethical principles, and it is an essential ingredient of a learning community. Standards of behavior help promote a safe community environment, and ensure every member the opportunity to pursue excellence. SOM 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 SOM. Through our personal commitment to these Community Standards of Behavior, we can create an environment in which all can achieve their full potential.

**Other School Policies:** Please refer to the GMU 2013-2014 University Catalog (http://catalog.gmu.edu).

**IMPORTANT NOTES:**

**Laptop Computers, Notebooks and Smartphones:** Students should NOT use these devices in class; period. They provide a tremendous temptation for distraction and I have frequently received complaints from students about the distraction for them from other students’ computers. If you think your electronic device is essential for your success in this class, please e-mail me before the second class meeting with your reasons for wanting to use it. If this essentially involves taking notes in class, please attach a sample of the notes you took last semester. Texting also should not be done in class.

**Use of E-Mail:** Consistent with federal privacy laws, I do not respond to non-GMU e-mail with confidential information. I respond only to YourName@gmu.edu (plain text) e-mail and I do not open attachments, unless requested (e.g., Marketing Plans).

**GMU Resources:** The GMU Writing Center (http://writingcenter.gmu.edu) is a valuable resource for students. If you are unfamiliar with business writing, or if your writing skills are not as strong as you would like, please plan a little extra time to get help with the Writing Center. You and your team will be evaluated on the quality of your written presentation. There are additional challenges in writing as a group.

**GMU Office of Disability Services (ODS):** If you are a student with a disability and require academic accommodations, please see me and contact the ODS (www.gmu.edu/depts/unilife/ods or 703-993-2474). All academic accommodations must be arranged through this office.

**Religious Considerations:** Students who will miss class for religious reasons should inform me of their anticipated absences during the first two weeks of the
course. GMU's official list of recognized holidays are available via http://ulife.gmu.edu/calendar/religious-holiday-calendar.

YOUR INSTRUCTOR:
Kevin P. Young (www.linkedin.com/in/kevinpyoung) is an Executive, Consultant and Adjunct Professor with long and successful history in planning and execution of Marketing, Business Development and Business Management strategy, programs, processes and metrics across multiple industries. FORTUNE 500 employers over 35 years include IBM, Science Applications International Corporation (SAIC), Unisys, LandAmerica Financial and Gannett. Achievements include announcing AS/400 and RISC System/6000 for IBM, international expansion for Unisys and launching USA TODAY for Gannett. Honors include IBM’s Outstanding Achievement in Marketing Award, IBM’s Award of Excellence and (as site team) Malcolm Baldrige National Quality Award. Consulting clients include Amdocs (Israel), Coleman Research, Compusearch, Computer Sciences Corporation (CSC), Datatel, Deloitte, Deltek, George Mason University’s School of Engineering, ITT Exelis, Markel, Riva Ridge Capital Management and SYNERGY ONE Federal Credit Union. Board memberships include Consequence of Sound and Globalization Today. Also serving as Adjunct Professor of Marketing for GMU School of Management. Courses – on executive education, graduate and undergraduate levels – include “Government Market Master,” “Principles of Marketing,” “Marketing of Innovations and Technology Products and Services” and “Management of Client Relationship.” Publication credits include Associated Press, Newhouse Newspapers, New York Daily News and Time-Life Books. Speaking engagements include Chief Marketing Officer (CMO) Summit; Government Marketing Best Practices Forum; MarketingSherpa's Business-to-Business Demand Generation Summit; Outsourcing Institute’s Vendor Summit; Sourcing Interests Group’s Global Summit; and Association of Strategic Alliance Professionals (ASAP) Summit. Academic credentials include BA degree from Iona College, MA degree from Fordham University, and studies at Columbia University’s Graduate School of Business and University of Richmond’s Robins School of Business.

“We regularly get calls from entrepreneurs and brand managers seeking help with their ‘revolutionary’ products … After listening politely, we ask about the research supporting their claims … The classic response: ‘We haven’t done the research yet, but we know anecdotally that it works and is totally safe’ … We’ve been fielding these calls for so long that we can often tell from one conversation whether the launch will succeed … Numerous factors can cause new products to fail … The biggest problem we’ve encountered is lack of preparation … Companies are so focused on designing and manufacturing new products that they postpone the hard work of getting ready to market them until too late in the game.”

-- Joan Schneider and Julie Hall on “Why Most Product Launches Fail” for Harvard Business Review