Course Objectives: The objectives of this course are to

- Introduce students to the terminology, functions, institutions and philosophy of marketing and market-driven decision-making, with emphasis on the role of technology.

- Span the contexts of product marketing, service marketing and idea marketing both for profit and non-profit organizations, in a variety of settings, especially global competition.

- Build marketing application skills by examining the practices of real-world organizations.

- Develop marketing application abilities through the development of a team-created rudimentary marketing plan.

Text: Marketing, 5/e, Grewal & Levy.
For text support, point your browser to http://highered.mheducation.com/sites/0077729021/information_center_view0/index.html

To take this course you must purchase and register the McGraw-Hill Connect+ feature. See details below. You must also have access to the Internet with equipment that can support Connect+, LearnSmart and Blackboard.

Textbook Options/Registering for Connect+

There are many choices of textbook forms for the course, so shop wisely. The NEW, hard back version in the GMU bookstore includes Connect. Connect+ gives you Connect and the e-book so no hardbound book is required if you like using e-books. As you think about the options consider the buyback feature of hardbound books. Think about renting or sharing too. Connect and

The Essence of Marketing

Casual observation of popular culture – news, movies, theatre, blogs, etc. – seems to imply successful marketing is based on having a cool ad campaign. This view assumes consumers are isolated automatons waiting for orders from Madison Avenue – a perspective that is more than 35 years out of date. Today’s networked, value-seeking consumer underscores the true character of successful marketing – assuring customer satisfaction by creating value (How do the features on your smart phone compare to others? How transparent are the terms of your credit cards?), capturing value (When do HOT Lane prices change? Why does cars.com ask for your ZIP code before price is revealed?), delivering value (Why are DVDs dead? Why did Netflix crash December 24, 2012 and AWS continue to stream?), and communicating value (Why do 1.49 billion facebook users want you to like them? What happens to advertising costs when firms use social media?) to targeted populations (How do shoppers at H&M compare with A&F? What % of Harley Davidson riders are female?).

Marketing practitioners translate consumers’ needs and preferences into products and services that add unique value. Value creation is both easier and more challenging in a social media world. As consumers take center stage using new and interactive media their preferences become easier to track while expressing their concerns and seeking alternatives have never been easier. Organizations face higher standards of performance and greater competition for delivering value when competition is a one click away.

As consumers actively search for alternatives, express their experiences through vibrant social networks, and dispense and gather information and images through easy to access world-wide and mobile media, the imperative for organizations to respond effectively to consumers and competition has never been greater. Consumer controlled media also challenge organizations’ abilities to define the meaning of their brands in a marketplace of information clutter, contest the relevance of traditional one-way channels in reaching target markets, and remind decision makers of the changing character of the information architecture that supports their brands.

The bottom line for marketing is to understand why consumers make their choices, why they reject alternatives, how they use the offerings they pick, and how their selections are evaluated. Based on that knowledge, marketing practitioners develop strategies that add value for users, establish clear meaning for brands, distinguish themselves from competition, and assure customer satisfaction.

In a computer-mediated, networked economy, marketing success is constantly being redefined. Marketing success today is based on the breadth and depth of interactive product and communications architecture that competes in a mobile, global, multicultural, multilingual and multimedia electronic supermarket.

The challenges of a client-centric focus are met using tools that include customer analysis, market knowledge, competitive intelligence, marketing research, market segmentation and positioning. Effective use of these tools results in developing market offerings that reflect customer-defined quality, prices that mirror value, distribution that is easy to access, and communication that effectively portrays the brand’s value proposition - collectively delivering customer satisfaction to targeted populations.

Majoring in Marketing

The study of marketing prepares students for a broad range of domestic and international career options. Opportunities are strong in marketing as technology firms, government agencies, the non-profit sector, manufacturing and service providers advance their efforts to be market- and customer-value driven. A recent posting lists marketing jobs as #4, and #5 for 2015 (http://www.forbes.com/2009/01/09/college-grads-jobs-leadership-careers-ex-tw_0109jobs_slide_11.html).

Training in marketing provides students with a solid background in marketing concepts and practices such as market analysis and planning, segmentation and positioning, marketing research, consumer behavior and product, distribution, price and promotion management. Because marketing draws on diverse concepts for its foundation and has both domestic and global contexts, students are encouraged to study related fields such as psychology, sociology, demography, economics, public policy, decision support systems, global studies, foreign languages and culture.
Connect + can also be purchased on line by pointing to http://connect.customer.mheducation.com/student-start/. Click on the STUDENTS tab and begin by clicking on GET STARTED. You will need a credit card. Make sure the email address you use is YOUR GMU EMAIL ADDRESS ONLY. At http://www.connectstudentsuccess.com/ you can navigate through FAQs and receive support.

**Course Objectives and School of Business Learning Goals**

This course addresses the following Learning Goals of the School of Business:

1. **Our students will be competent in their discipline.**

   Discipline competence will be measured in this course using exams, composition of a rudimentary marketing plan, written in-class exercises, on-line homework assignments and class participation. The on-line assignments are based on Connect Marketing Internet activities that are time stamped. Each assignment provides a unique contribution to assurance of learning documentation.

   For most students the course will be their first and last university-level class in marketing. Central to the purpose of this course is to insure that students understand the role and importance of marketing in all organizations. Therefore understanding the essentials of marketing as applied to all institutions as well as self-marketing is the central feature demonstrating discipline competence.

2. **Our students will be aware of the uses of technology in business.**

   This course requires students to send and receive e-mail, take on-line quizzes and submit results, access and navigate the Blackboard, including Blackboard Collaborate, and the Connect Marketing and LearnSmart learning systems, access and view streaming media, including web-based PowerPoint slides, conduct on-line research, and create Word and You Tube project documents.

3. **Our students will be effective communicators.**

   This section of Marketing 301 requires all students to demonstrate their writing and speaking skills by composing and presenting a basic marketing plan that follows a format summarized in the Marketing Plan Folder in Blackboard.

4. **Our students will have an interdisciplinary perspective.**

   Introductory marketing draws upon many sister disciplines including psychology, sociology, economics, public policy and regulation, law, accounting, finance, information systems, management and statistics.

5. **Our students will be knowledgeable about global business and trade.**

   This course has an entire chapter devoted to international marketing and trade. The issues of marketing standardization versus adaptation underscore the concepts of comparing and contrasting cultures. Examination of international trade institutions such as EU, GATT, IMF, and WTO exemplify the commitment to understanding global trade. Additionally, each textbook chapter features international cases, examples or cases.

6. **Our students will recognize the importance of ethical decisions.**

   The book for this course features an entire chapter marketing ethics. Additionally each of the nineteen chapters has a separate ethical dilemma example that range from issues of junk food, targeting seniors, price discrimination for “ladies’ night” at bars to spying on consumers. The group project includes a section on business model sustainability and company social responsibility.
7. **Our students will be knowledgeable about the legal environment of business.**

The chapter “Analyzing the Marketing Environment” includes an overview presentation of the major regulatory and legislative initiatives that impact marketing practice.

8. **Our students will be knowledgeable about team dynamics and the characteristics of effective teams.**

Students in this class will be part of a group working on the class project that requires you to conduct research and make recommendations. That project requires communication, cooperation, leadership, decision making and group consensus finding.

9. **Our students will understand the value of diversity and the importance of managing diversity in the context of business.**

Part of the class project includes market and consumer analysis that underscores group and individual differences based on age, geography, ethnicity, gender, and income.

10. **Our students will be critical thinkers.**

Examinations require students to understand, apply and synthesize a variety of marketing issues, concepts, approaches and principles in a comprehensive, strategic approach. Key elements of the marketing plan require synthesis of discipline knowledge and problem-solving, including action recommendations.

**Student Responsibilities:** For a summary of relevant university policies, see: [http://www.gmu.edu/catalog/apolicies/index.html](http://www.gmu.edu/catalog/apolicies/index.html), especially [http://catalog.gmu.edu/content.php?catoid=19&navoid=4065#grading](http://catalog.gmu.edu/content.php?catoid=19&navoid=4065#grading)

**Course activities and daily processes:** Read assigned readings and cases prior to attending class. For tests, you are responsible for all materials in the text, lectures, presentations and in-class discussions. If there is a definition, concept or principle you do not understand, it is your responsibility to ask for clarification.

**Exam Processes:** You will take four closed-book, closed notes exams in this course - three hour exams and a final. Any use of electronic devices during testing times can be interpreted as a violation of the University Honor Code. These devices include cell phones, electronic translators, calculators, and similar devices. Any student using such devices during an exam or any form of cheating during exams will result in a grade of zero for the test and will be referred to the Honor Council.

**Exam makeups:** Consistent with University policy, only provable (i.e., documented) absences due to personal illness or family emergency constitute acceptable bases for missing exams. Students missing the final exam must request a waiver from the Assistant Dean in the Office of Academic and Career Services in ENT 008. Preplanned weddings, vacations and deep discount airfares are not acceptable absences. There are no make-up tests or adjustments to satisfy the convenience of students who are enrolled in this class. No extra credit is offered to anyone. All students are graded with the same standard.

**Prerequisites and Registration:** The only prerequisite for this course is sophomore standing.

**Virtual Classroom:** Due to unpredictable weather and traffic, there may be a day when we are unable to attend class. During such a rare case, check your e-mail by noon the day of class. We are usually on campus by then, so if we are stuck in traffic you will know about by that time.

**Disability:** Students with disabilities that require special accommodation should contact the Student Disability Office (ODS) at 993-2474. All academic accommodations must be arranged through the ODS. Please take care of this during the first two weeks of the semester.
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 BUS 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. BUS 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 BUS. 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. It is understood that that students are also evaluated individually. 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.

The following paragraph is taken from [http://oai.gmu.edu/the-mason-honor-code-2/mason-values-academic-integrity/](http://oai.gmu.edu/the-mason-honor-code-2/mason-values-academic-integrity/):

According to Webster’s dictionary, integrity is an “adherence to ethical principles.” A person who has integrity practices honesty in all things and does what is “right” even if it flies in the face of what is commonly accepted by their peers. Academic integrity refers specifically to those actions and intentions associated with your work at George Mason University.

Your commitment to not “cheat, steal, plagiarize, or lie in matters related to your academic work” is of great importance to the Mason community. Students who lack integrity devalue our degrees and harm Mason’s reputation, which can have a direct negative impact on you in your attempts to begin a career after graduation.

Religion: Students who will miss class for religious reasons should inform me of their anticipated absences during the first two weeks of the semester.

Personal Challenges: GMU and BUS provide students with significant resources to navigate the challenges of daily life. They include the Writing Center, Counseling and Psychological Services (CAPS), and several other student services. BUS majors should visit the Office of Academic and Career Services in room ENT 008 for more information.

Classroom Professionalism and Civility: Think about this class as a job interview. Would you arrive on time? Would you be prepared for the pertinent discussion? Would your cell phone be turned off? Would you text during a job interview? Would you demonstrate respectful and civilized word choice?

Teams: Several assignments will be conducted through team efforts. These assignments include eight in-class assignments and a marketing plan presentation. Team work 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 the team work. As an incentive to assure team cooperation, each member will privately evaluate all members of the team at the end of the semester. Also, students can be “fired” from the team, but by so doing, the team will receive a 5% penalty for their actions.
Late Work: Assignments delivered late will be penalized 10% for each class day missed.

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 e-mail.

Grading Methods and Requirements: For more information regarding academic policies, see http://catalog.gmu.edu/content.php?catoid=27&navoid=5399#undergrad

Three Exams (worth 300 semester points/100 points each) - testing for chapters 1 – 17 are conducted in class with Scantron scoring sheets. Each of the three exams is comprised of 50 multiple choice items.

Final Exam (worth 300 semester points) – The final exam for this course is comprised of 100 multiple choice items covering all 20 chapters of the book, with approximately 60% of the questions linked to chapters 18 – 20. The final exam is in class, paper and pencil, using a Scantron answer sheet.

LearnSmart Exercises (50 semester points) – Weekly online homework assignments are due by 4:30 pm on the day they are assigned. See the weekly schedule, pages 8 – 10. These assignments reside in Blackboard so look for them in your My Mason course list. Review your gradebook to make sure your scores are populated there.

Connect+ gives you Connect and the e-book so no hardbound book is required if you like using e-books. If you purchase a used book, rent or share all you have to buy is Connect (not Connect+). Connect and Connect + can be purchased on line by pointing to http://connect.customer.mheducation.com/student-start/. Click on the STUDENTS tab and begin by clicking on GET STARTED. You will need a credit card. Make sure the email address you use is YOUR GMU EMAIL ADDRESS ONLY. At http://www.connectstudentsuccess.com/ you can navigate through FAQs and receive support.

In Class Quizzes (worth 25 semester points) - Five quizzes will be administered, based on the exam chapters. The quiz items will be drawn from the upcoming exam. You will need to bring a Scantron answer sheet for each quiz.

Three Marketing Plan Draft Assignments (worth 100 semester points). Three team-based marketing plan drafts based on development of your marketing plan are required. These three assignments will provide marketing plan progress reports with feedback.

Draft assignments 1 and 2 count 25 points each and Draft 3 counts 50 points.

- Draft 1 addresses Section 2 of the Marketing Plan Template Fall 2015.
- Draft 2 addresses Sections 3 and 4 and includes a 10-minute in-class PowerPoint presentation.
- Draft 3 addresses Sections 5 and 6 and includes a second 10-minute in-class PowerPoint presentation.

All drafts will be submitted in MS Word via email attachment

Marketing Plan (worth 200 semester points) - Each team will prepare a written marketing plan for a brand the team agrees upon, with the approval of the course professor. See Exhibit 2.2 for a visual of a marketing plan and the file, Marketing Plan Template DL Fall 2015, located in the Marketing Plan folder of Blackboard. Follow the template for the format of your final paper. The final plan will be submitted in MS Word via email attachment Maximum length six pages.

Your team’s marketing plan brand must be approved by the course professor. No duplicate marketing plan topics are allowed. Please note that while privately held firms may be considered you are strongly encouraged to select publically held firms due to the wealth of data that is available about them.
**Required School of Business Research Participation (worth 25 semester points) –** All students enrolled in face-to-face introductory marketing and management courses are required to participate in a one-hour research activity. Here are the details:

As scholars and educators in the School of Business, we should strive to add value to the knowledge of future managers. We do this by teaching principles and practices that are based in fact and supported by evidence – thereby stressing the importance of **evidence-based practice** in our teaching. This ensures that when new claims come along, managers will be better able to evaluate validity. To this end, students must learn the relevance of research to management practice. We believe this is accomplished through direct experience with academic management research. Students should be able to understand where research is used to inform practice, how research should be done, what research tells us about business issues, and why such systematic inquiry is useful above and beyond direct experience.

**Two Options for Research Credit:**

**Option 1: Experiments.** Sign-up and attend a one-hour experiment. Participation in the experiment is worth 2.5% of your final grade. Information and sign-ups for the experiments will be posted on the Experimetrix website.

**Important Notes**
- Although there will be sufficient slots available during the semester, there is **no guarantee** that they will be available at the very end of the semester. Therefore, if this is an option you would like to choose, do not delay in signing up for an experiment as they become available.
- **Students who fail to show up** for a scheduled experiment may not be allowed back into the experiment at the discretion of the researcher. Students arriving late will not be allowed to participate in that session.
- If you have participated in a specific experiment in a previous semester, you may not be able to participate in that specific experiment again.

**Option 2: Research Lectures.** If you would prefer not to participate in experiments or there are no available experiments for you to participate in, you may also attend a one-hour lecture to fulfill the research credit. You will earn 2.5% for the lecture. These lectures will be held a number of times over the course of the semester on a variety of days and times and will focus on the importance or research in understanding and refining marketing and management practice. Information and sign-ups for the research lectures will be posted on the Experimetrix website.

**WHAT YOU NEED TO DO:**

1. In order to get research credit in this course, you must go to the following website:

   experimetrix.com/gmusom
2. Click “New User Registration” to create a username and password (simply log in if you have already registered on Experimetrix for a different SOM class in a previous semester). YOU MUST USE YOUR GMU E-MAIL ACCOUNT TO SIGN UP.

3. Once your account is created, your logon information will be e-mailed to you.

4. When you receive the e-mail you need to Log In to the system, select “Edit your Course Selection” and pick what course you are in (MKTG or MGMT 301/303 or both). You may then sign up for experiments as they are available.

5. You will see your credit appear on Experimetrix (the green number) approximately 1-2 days after you have completed an experiment or lecture. You need one for each class you are enrolled in.

** If you have registered for MKTG or MGMT 301 in a previous semester, you should use the same login information and do not need to re-register **

Semester timeline

September 1st: Students will be able to create usernames/passwords on Experimetrix and sign up for experiments or lectures when posted.

September 11th --MANDATORY: ** All students must be registered on Experimetrix by this date!**

December 7th: Last day to participate in experiments/lectures if available (Please note: There is no guarantee experiments will be available on this date).

December 12th: Last day of classes.

Please direct all questions, problems, or concerns about research credit to: somstudy@gmu.edu, not to your professor or lab instructor. You can also check the Help Me (FAQ) page on:

experimetrix.com/gmusom

Semester Grading Scale: Your overall grade will be based on the schedule below:

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
<th>Range</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Exam</td>
<td>100</td>
<td>960+</td>
<td>A+</td>
</tr>
<tr>
<td>Second Exam</td>
<td>100</td>
<td>940 - 959</td>
<td>A</td>
</tr>
<tr>
<td>Third Exam</td>
<td>100</td>
<td>900 - 939</td>
<td>A-</td>
</tr>
<tr>
<td>Final Exam</td>
<td>300</td>
<td>870 - 899</td>
<td>B+</td>
</tr>
<tr>
<td>LearnSmart</td>
<td>50</td>
<td>830 - 869</td>
<td>B</td>
</tr>
<tr>
<td>In class quizzes</td>
<td>25</td>
<td>&lt; 600</td>
<td>F</td>
</tr>
<tr>
<td>BUS Required Research Activity</td>
<td>25</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing Plan Presentation 1</td>
<td>25</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing Plan Presentation 2</td>
<td>25</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing Plan Presentation 3</td>
<td>50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Final Marketing Plan</td>
<td>200</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>1000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
WEEKLY SCHEDULE OF CLASS ACTIVITIES

**Week 1  Sept 1**

Lecture and discussion on Chapters 1 and 2: Overview of Marketing and Developing Marketing Strategies and a Marketing Plan. 15 minute break at 5:30 pm.

Sample Marketing Plan in class based on [http://www.youtube.com/watch?v=FxbV1lljSw&feature=relmfu](http://www.youtube.com/watch?v=FxbV1lljSw&feature=relmfu) and team Marketing Plans meetings. Complete, sign and submit the sample marketing plan template in class.

Before the beginning of Week 2 class, review Blackboard PPT slides Chapters 1 – 5, Overview of Marketing, Developing Marketing Strategies and a Marketing Plan and Marketing Ethics.

**Week 2  Sept 8**

Lecture and discussion on Chapters 3, 4 & 5: Social Media, Marketing Ethics and Analyzing the Market Environment.

Develop team Marketing Plan in class.

**Week 3  Sept 15**

*LearnSmart* Chapters 1 – 5 due by 4:30 pm today.

Prior to 4:30 pm Sept 15, review slides Chapters 1 – 5: Overview of Marketing, Developing Marketing Strategies and a Marketing Plan, Social and Mobile Marketing, Marketing Ethics and Analyzing the Marketing Environment.

Take quiz 1 on Chapters 1 – 5.

Develop team Marketing Plan in class.

**Week 4  Sept 22**

Exam 1 (Chapters 1 – 5) 4:30 – 5:30 pm

5:45 pm – 7:10 pm: Presentation by Business Reference Librarian Jo Ann Henson on using GMU online research databases.

Prepare for Week 5 by reviewing PPT slides for Chapters 6 – 8 on Blackboard

**Week 5  Sept 29**

*LearnSmart* Chapters 6 – 9 due by 4:30 pm

Lecture and discussion on Chapters 6 – 9: Consumer Behavior, Business-to-Business Marketing and Global Marketing.

Marketing Plan Draft 1, Section 2 of the Marketing Plan Template is due via MS Word email attachment. Two pages maximum.
Week 6  Oct 6

Review Chapters 6 – 9, Consumer Behavior, Business-to-Business Marketing and Global Marketing, PPT slides on Blackboard.

Take quiz 2 on Chapters 6 – 9.

Develop team Marketing Plan

Oct 13  Tuesday classes do not meet this week due to Columbus holiday

Week 7  Oct 20

Exam 2 (Chapters 6 – 9) 4:30 – 5:30 pm

Develop team Marketing Plan 5:45 pm – 7:10 pm

Week 8  Oct 27

LearnSmart Chapters 10 – 13 due by 4:30 pm

Lecture and discussion on Chapters 10 – 13: Marketing Research; Product, Branding, and Packaging Decisions; Developing New Products; and Services: The Intangible Product.

Marketing Plan Draft 2, Sections 3 and 4 of the Marketing Plan Template are due via MS Word email attachment. Two pages maximum. In-Class Team Presentation of Draft 2, Sections 3 and 4 with PPT slides. 10 minutes maximum.

Week 9  Nov 3


Take quiz 3 on Chapters 10 – 13.

Develop team Marketing Plan

Week 10  Nov 10

Exam 3 (Chapters 10 – 13) 4:30 – 5:30 pm

5:45 – 7:10 pm Develop team Marketing Plan
Week 11 Nov 17

LearnSmart Chapters 14 – 17 due by 4:30 pm.

Lecture and discussion on Chapters 14 – 17: Pricing Concepts for Establishing Value, Strategic Pricing Methods, Supply Chain and Channel Management, and Retailing and Multichannel Marketing.

Marketing Plan Draft 3, Sections 5 and 6 of the Marketing Plan Template are due via MS Word email attachment. Two pages maximum. In-Class Team Presentation of Draft 3, Sections 5 and 6 with PPT slides. 10 minutes maximum.

Week 12 Nov 24

Review Chapters 14 – 17

Take quiz 4 on Chapters 14 – 17.

Develop team Marketing Plan

Week 13 Dec 1

LearnSmart Chapters 18 – 20 due by 4:30 pm.

Lecture and discussion on Chapters 18 – 20: Integrated Marketing Communications; Advertising, Public Relations, and Sales Promotions; and Personal Selling and Sales Management.

Take quiz 5 on Chapters 18 – 20.

Week 14 Dec 8

Review PPT slides on Blackboard slides Chapters 1 – 20

Prepare for Final Exam.

Dec 13 Written team Marketing Plans Due via email by 4:30 pm

Week 15 Dec 15

CAUTION

Final Exam (Chapters 1 – 20) 4:30 – 7:15 pm

(TENTATIVE – FINAL SCHEDULES WILL BE DETERMINED SEPTEMBER 15)

About your instructor

Professor Harvey holds a Ph.D. in Business Administration from Penn State University, an MBA from the University of Miami (Coral Gables), and a BS in Marketing from the University of Illinois (Urbana). He has participated in over one hundred marketing studies, consultancies and executive development seminars that included Booz-Allen & Hamilton, Department of the Interior, Department of Health and Human Services, Internal Revenue Service, National Institutes of Health, and The World Bank. Dr. Harvey has also published over thirty works in journals, proceedings of professional associations, and in books of readings. His most recent work (co-authored) is “Influence of Awareness and Training on Cyber Security,” Journal of Internet Commerce, 9 (1), 23-41, 2011.