Course Description

In this course, we will explore the role of marketing in the global market, approaches to building customer relationships, and tools to better understand customers and competitors. We will study how to make decisions regarding the marketing mix (product, price, promotion, and distribution).

Writing Intensive Statement

This course has been approved by the Faculty Senate Writing Across the Curriculum Committee to fulfill the Writing Intensive Requirement in the Marketing major. It does so through the completion of a Marketing strategy/Marketing plan project that will be completed in two papers and phases – Part 1: 3,000-word team paper (individuals will write a minimum 1,500 words each of the team paper) due on October 29, 2015, and Part 2: revision and resubmission of Part 1 along with an additional 4,000-word team paper (individuals will write a minimum 2,000 words each of the team paper) due on December 8, 2015. Part 1 (paper 1) of the Marketing Strategy/Marketing plan project will be completed through a draft/feedback/revision process. After submission of Part 1 due on October 28, 2015, I will provide commentary on the draft by November 4, 2015, and the revised submission will be due in combination with Part 2 on December 8, 2015. A description of the Marketing strategy/Marketing plan project and its fulfillment of the Writing Intensive requirement in the Marketing major can be found on pages 3-4 under “Writing Intensive in the Major,” and further details on each component of the Marketing strategy/Marketing plan project can be found on pages 9-10.

Course Objectives

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

*Our students will be competent in their discipline.*

Emphases will be placed on improving your understanding of the real world environment and better preparing you for a career in business. You will be encouraged to apply your existing marketing
knowledge to real world business situations and issues. You are exposed to situations where it is necessary to integrate the various components of marketing into a cohesive marketing strategy. Discipline competence will be measured in this course for assurance of learning purposes by the completion of a marketing strategy/marketing plan project which will also be presented in class.

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

This course requires students to send and receive e-mail access and navigate the Blackboard learning system, access and view streaming media, including web-based PowerPoint slides, conduct on-line research, and create Word, PowerPoint, and video project documents.

Our students will be effective communicators.

This course requires all students to demonstrate their writing and speaking skills by composing and presenting a Marketing Strategy/Marketing plan using Word, PowerPoint, and videos. Students will also be graded on their oral case presentations and class participation.

Our students will have an interdisciplinary perspective.

This course draws upon many other disciplines including economics, psychology, sociology, public policy and regulation, law, accounting, finance, information systems, management and statistics. Examinations will include other areas as appropriate.

Our students will be knowledgeable about global business and trade.

The course content explores domestic and international marketing issues. The international portion is embedded in virtually every chapter and in many cases.

Our students will recognize the importance of ethical decisions.

Ethical decision-making is examined in two dedicated class sessions (including one Harvard Business School case and one Darden Business School case), and with ethical issues and discussion throughout the course. The class project involves analysis and comparison of two real world companies’ social responsibility and ethical marketing practices.

Our students will be knowledgeable about the legal environment of business.

The chapter “Understanding Markets, Market Demand, and the Marketing Environment” includes an overview presentation of the major regulatory and legislative initiatives that impact marketing practice. Lecture and case discussion questions will cover legal issues.

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

You will be part of a group working on a case presentation and the class project that require you to conduct research and make recommendations. The team work requires communication, cooperation, leadership, decision making and group consensus building. Peer evaluations will also be reviewed to adjust grades.
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 consumer differences based on age, geography, ethnicity, gender, income and other demographic variables. You will likely interact in your team and class with a diverse range of students from various countries. Several lectures and case discussions/presentations will include contents about cultural diversity of consumers and managers.

*Our students will be critical thinkers.*

You will develop a strategic approach to marketing that incorporates discovering opportunities and determining how the firm and its marketing respond to these opportunities. Examinations, case analysis, and the project 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 project require an explanation and defense of recommended courses of action. You will also learn to quantitatively and qualitatively analyze financial numbers and facts in cases. Examinations will include business scenarios and analysis of cases.

**Assurance of Learning in MKTG 471:**

Documenting the extent to which this course is responsible for adding to your competence in the discipline of marketing is a central issue for the School of Business. The overall measure used to determine the extent to which this course is accomplishing assurance of learning is composing and presenting a marketing plan (i.e., the marketing strategy/marketing plan project).

**Writing Intensive in the Major:**

Documenting the extent to which this course is responsible for adding to your competence in writing is another metric within this course. The course is part of the George Mason University Writing Across the Curriculum Initiative.

As noted on page 1, this course fulfills the Writing Intensive requirement in the marketing major. This course includes the completion of a Marketing strategy/marketing plan project that will be completed in two papers in two phases, and includes two individual writing portions and two team writing portions total which will be combined to complete the project requirements. The completion of the marketing strategy/marketing plan project over both phases (papers) is minimally 3,500 words per individual and 7,000 words total. Your instructor will provide both instructions on these marketing-specific writing assignments and detailed feedback on submissions.

In the first paper that is the first part of the Marketing strategy/marketing plan project, in teams of two, you will select an industry and each of you will select a competitor within the industry. The team will collaborate on your analysis at the industry level, providing a brief background and brief history of the industry and companies selected and write at least 500 words (at minimum 250 words per student and each of you will be asked to verify what he/she has written in the team submission). Each of you will then complete an initial analysis of your chosen competitor and will write individually about your chosen company’s strengths, weaknesses, opportunities, and threats for a minimum of 1,250 words. The
submission of the first part will be minimally 3,000 words total, including at least 1,500 words per individual. This first part of the report will be submitted for review, feedback, and grading.

The second paper that is the second part of the Marketing strategy/Marketing plan project will be focused on strategy formulation. In addition to revising the team and individual portions of the first phase paper based on the instructor feedback, in the second paper, each of you, individually, will analyze your chosen company’s marketing strategy and practices that explain performance differences within their industry. You, as individuals, will also analyze the link between socially responsible and ethical marketing practices and company performance. Each of you, individually, will suggest actions and strategies which would enable each company to improve its market position. These new individual writing portions of the project in phase two will add up to a minimum of 1,500 words per student. Working in the teams of two, you will then work together to summarize the long range view of the industry (5 years) and the projected performance of the chosen individual competitors for an additional minimum of 1,000 words (at minimum 500 words per student and each of you will be asked to verify what he/she has written in the team submission). The final marketing strategy/marketing plan project report submission (minimum 3,500 words per individual and 7,000 words total) will consist of the combination of the revision of the first paper that is the first part (minimum of 1,500 words per individual and 3,000 words total) of the project along with addition of the second paper that is the second part (minimum of 2,000 words per individual and 4,000 word total). You will again receive feedback and a grade.

<table>
<thead>
<tr>
<th>Marketing strategy/Marketing plan project</th>
<th>Minimum Total Words</th>
<th>Minimum Words per Individual</th>
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<tbody>
<tr>
<td><strong>Part 1 Paper 1 Submission</strong></td>
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<tr>
<td>Items #1 Industry and #2 History of Companies</td>
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<tr>
<td>Item #3 SWOT</td>
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<tr>
<td><strong>Part 2 Paper 2</strong></td>
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<td>Items #4 Market Performance Differences and #5 Ethics/CSR</td>
<td>3000</td>
<td>1500</td>
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<tr>
<td>Item #6 Strategy Recommendations</td>
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<td>500</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
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<td><strong>2000</strong></td>
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<tr>
<td><strong>Parts 1 &amp; 2 combined Submission</strong></td>
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<tr>
<td><strong>Grand Total</strong></td>
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Course Prerequisites

C or higher in MKTG 301 (or MKTG 303 if applicable), MKTG 312, and MKTG 351; senior standing; degree status

Required Course Materials


Harvard Business School (HBS) Cases:

To purchase and access your HBS Course Pack, please visit

https://cb.hsbsp.harvard.edu/cbmp/access/37365527 for instructions (you will need to register and then you can pay by credit card)

Course syllabus, readings and other class materials will be available through Blackboard and the Harvard Business School site for the course pack cases.

Method of Instruction and Class Participation

The course objectives will be met through a combination of methods including lectures, readings, case analyses, hands-on marketing writing project, presentations, videos, and class discussions. Multifaceted problems are studied in cases about firms of various sizes. A case-oriented course requires a maximum of student participation. To make best of the class experience, it is necessary that each student be committed to the “4P’s” of the student involvement in class:

*Preparation.* If the student does not thoroughly analyze the reading materials, the class discussion will mean little.

*Promptness.* Students who enter the classroom late disrupt the discussion and negatively impact the concentration of students on the process. Note that being late frequently will reduce your opportunities to participate and your participation grade.

*Participation.* Each student’s learning is best facilitated by regular participation. You are strongly encouraged to share your industry knowledge and expertise during class discussions and group meetings. This will advance the class and group’s collective skills and knowledge.

*Professionalism.* Please turn off your cell phone and do not surf the net in class.

You will be evaluated continually on the quality and frequency of your class discussion contribution. Meaningful participation depends on the quality of your analysis of the case being studied, the soundness of your recommendations, and your ability to communicate ideas clearly and persuasively. Your contributions should be relevant to the discussion and should not be a mere attempt to get “air time.”

Participation evaluation criteria:
Quality: I will evaluate each student’s participation and give a grade after each class. The class participation grades could range as follows:

High: insightful comments or speaking up multiple times during the class;
Good: less discerning comments, or comments of clarification, or questions:
None or 0 point: did not participate in class discussion

Frequency also counts: at the end of the semester, the total grade of participation will be determined by summing your participation grade for each class beginning with Class 2.

Participation credit is NOT earned by attending class, but by participating in discussions in class.
It is not possible to make up for lost participation credit by participating a lot at the end of the semester.
If a student displays disruptive behavior in class, his/her participation grade will suffer.

Case Learning

Included in your Harvard Business School course pack is a tutorial on case analysis and learning. It will help you analyze a case, avoid getting lost in the numbers, apply the stages in the case learning process, benefits of case learning, packaging of case write-up, and evaluation criteria of case analysis. It is very important for you to thoroughly study and apply the case approach to the cases throughout the term.

Exams

For exams, you are responsible for all materials in the text, lectures, cases, 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.

You will take two closed-book, closed notes exams in this course. Students provide their own SCAN_TRON sheets that are used for testing.

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, tablets 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 Committee.

Consistent with University policy, only provable (i.e. documented) absences due to personal illness or family emergency constitute acceptable bases for missing exams. 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. All students are graded with the same standard.

Teams

You are given the option of forming your own team or alternatively, assigned to one by me. You will get a team grade for each piece of the team work, which includes a case analysis oral presentation and a marketing project. Details of the team work are described in the following two sections. Note that at the end of the semester every student will submit a Peer evaluation of his/her team members. I will use these as inputs in making my evaluations to each student’s final grade.
Team Case Analysis Presentations

Each team will be required to present their analysis of one assigned case. The suggested case analysis/discussion questions each team is responsible for are listed in the Topics and Assignment Schedule section of this syllabus. Note that while the discussion questions must be covered in your presentations, they are there only to help you think about the case and you should not assume that the discussion questions lay out the core problems, thus relieving you of the responsibility to define fundamental issues/problems and identify a list of areas of analysis. You are also encouraged to comment on other issues you feel that may contribute to our understanding.

When you are presenting a case, assume that you are a consulting group asked by the Board of Directors of the firm in the case to analyze their situation and give an overview of the manner in which you would solve their problems. Each team is responsible for presenting their case analysis and providing answers to assigned questions within 30 minutes. Questions from the “Board of Directors”, i.e., your classmates and me, may come up while you are presenting or afterwards, so be prepared to clarify or defend your points within your presentation. I will take the remaining class time to make additional comments to explore further on some specific issues as well as to summarize the discussion and generalize the lesson we learned from the case.

For details on how to analyze a case, please refer to the tutorial on how to “analyze a case” in the case package that you have purchased from HBR. The following are a few simple guidelines for analyzing a case. Note that by providing answers to assigned questions, you are performing in-depth analysis and offering recommendations.

Defining Problem(s): Very briefly describe the firm’s situation in the case. Identify the central problems and issues. Be sure to focus on the fundamental problems/issues—not symptoms, nor less important matters. Do not just reiterate case facts.

Collecting information and performing in-depth analysis: Provide a set of carefully considered arguments that support the recommendations you will later propose. Perform any type of analysis you like on facts provided in the case in developing your justifications. The bottom line is that you must be logical, convincing, and thorough.

Recommendations: What should the firm do based on your analysis, provide a detailed description of the firm’s actions necessary to deal with the identified problems and opportunities. Be specific enough that the firm in the case could pick up your recommendations and act on them.

Team presentation evaluation criteria:

Substance of presentation (50%)

How well are questions analyzed and answered? The following are the major criteria used in evaluating the substance of each presentation.

How well and usefully does the group define the fundamental problem(s)? How well does the group demonstrate an understanding of the strategic issues? How well does the group understand the
implications of the defined problems? Does the group identify the critical problem(s) or spend too much time on more minor issues?

Does the group use important facts to draw relevant **conclusions**? The group is not expected to simply summarize the case facts; teams get credit only for using relevant and important facts related to the conclusion.

If quantitative analysis is performed, is it well constructed and computed? Does it seek to answer useful questions?

Do recommendations follow from conclusions to solve the fundamental problems you selected? Are recommendations well buttressed with supporting data, lines of reasoning and arguments that recognize the pros and cons of taking the recommended course of action?

Does the group outline an implementable plan of action after making recommendations?

Are the case presentation slides written clearly, concisely and persuasively? Are assumptions clearly explained?

The group is expected to offer relevant updates about the company in the case.

Team members should organize all slides in order and have one member submit the presenting materials to me via hard copy and **Blackboard**. No materials other than the slides need to be submitted. (2.5 % Points)

Your finalized presentation slides are expected to be submitted on time. Please use **Microsoft PPT**, not **Prezi.com** for creating slides. (2.5 % Points)

**Persuasiveness:** Good presenters do not simply read from the slides or from papers at hand. Imagine you are presenting to senior managers, or potential investors, customers, suppliers and etc. Eye contact is important (5%)

Effective use of visual aid and structured organization of information: Are slides organized in a logical manner with headings and subheadings and correct in grammar, spelling and punctuation? Are exhibits easy for the audience to determine your calculations and the source of the data? Are words on slides clear for the class to read? Are online videos (if you choose to show one or two) relevant to the case? (10%)

**Application:** Study the relevant chapter(s) and apply what you learn to the case analysis. Presenters should explain clearly what marketing knowledge learned in class they have applied to the case (10%)

**Ability to answer questions and think on feet** (10%)

Interaction with the class: motivating and encouraging class participation: Try your best to engage your peers in discussion by asking various questions or through other creative ways. Feedback is important to managers. You want your audience to be interested in your case and your recommendations. (10%)

Note:

All members of a team should contribute equally and participate in the presentation.
Within your presentation you may use any information which would have probably been available to consultants at about the time the events discussed in the case took place.

I expect you to dress professionally on the days of your presentations.

**Marketing strategy/Marketing plan project (Parts 1 and 2)**

Project purpose: This project is designed to enhance: (i) your understanding of the background, history, and marketing differences between companies within a single industry, including analysis of the performance impact of these differences, (ii) your ability to provide recommendations based on your analysis, and (iii) your writing skills.

Your selection of an industry and competitors within the industry needs to be approved by me, although you will be given considerable freedom to follow your own interests. Submit your choices of the industry and the names of the team member(s) who will be writing about each of the competing companies to me via email or at the start of class before your team begins the project. Explain why you choose them.

Since the project will require a significant amount of time and effort, it is important that you select an industry in which you are interested.

Your analysis should include (at a minimum):

Part 1: Please turn in one paper together as a team submission.

1. Brief background information of the industry. (Team)
2. Brief history of each of the competing companies. (Team)

Please note: the combination of #1 and #2 should be at least 500 words total (and each of you will be asked to verify that you have written at least 250 words of these sections).

3. Perform a SWOT Analysis for each company. The SWOT is to be done individually by the team member who selected that company within the industry for the project. (Individual – 1250 words minimum each team member)

Part II: Please turn in a revision of Part I based on my feedback to you/team, and also address the following questions and items. Please turn in one paper together as a team submission.

4. How do each of the chosen competitors marketing differences (strategy and practices) lead to their performance difference? In particular, you should only focus on the analysis of marketing issues (e.g. company, customer, competitor, product, pricing, promotions, distribution, international marketing strategy) which you feel are important in explaining the performance differences. Non-marketing reasons should be briefly mentioned. (Individual)

5. If these companies practice socially responsible & ethical marketing, analyze the link between these practices and company performance. (Individual)

Please note: the combination of #4 and #5 should be at least 1500 total per individual.
6. Based on your analysis of items 3, 4, and 5 recommend actions and strategies which you feel would enable each company to improve its market position. In formulating the marketing plans for the firms, you need to determine long run (5 years) quantifiable and realistic marketing objectives such as sales, profit or market share objectives based on your marketing forecasts. Feel free to include additional marketing objectives if you think they are appropriate for the firms. You don’t need to cover all the previously mentioned objectives if no data is available. Clearly outline your assumptions and thought process. Summarize the long range view of the industry (5 years) and the projected performance of the individual competitors. (Team - should be a minimum of 1000 words and each of you will be asked to verify that you have written at least 500 words of this section of the report.)

Extra credit: You get up to 5 bonus points for creating a 30 second commercial to advertise for the weaker company. The clip should include your team in action with the company and assure the class knows the actions your team recommends. Another point will be awarded to the team whose clip is voted the best among all teams. I reserve the right not to show any video clip with inappropriate contents for a public classroom.

What to submit: You are expected to submit a clear, concise, and persuasive report. Part 1 is submitted earlier for my review, feedback, and grading. The section written by individual team members performing the SWOT analysis #3 for their chosen competitor should be clearly identified by name. Also the individual contributions to the team’s description of the background and history of each competing company #1 and #2 should be clearly labelled. Part 2 includes the revision of Part I and the individual writing sections #4 and #5, and team writing section #6 compiled into a comprehensive report. As with the previous submission, please clearly identify which individual is responsible for writing each portion of the individual and team sections. This assignment must be professionally done, typed double-spaced in 12-pt. font with 1 inch margins. Include supporting materials / appendices (e.g. financial / income statements, graphs). Include a cover page with every team member’s name and email address. Also include citations / websites in a reference section at the end of your report.

When to submit: Select the industry and the competitors that each team member will research (September 30th). The first part of the project that includes items 1, 2 and 3 above should be submitted to me on October 28th. You will receive a grade and feedback on Part 1 on November 4th. The final project, paper, and presentation is due December 9th. You will again receive feedback and a grade. The project reports should be submitted to me both electronically (via Blackboard) and in hard-copy paper by the beginning of class on the dates due. No late submission is acceptable.

Marketing strategy/Marketing plan report evaluation criteria:

Marketing research and marketing plan formulation:

How well does the group and individual collect and use important facts / data to justify their recommendations?

How well does the group and individual report their marketing research findings?

Are research findings well buttressed with supporting data, lines of reasoning and arguments?

Are the recommended improvements logical, creative and implementable?
The write-up. Is the team and individual project report:

Written clearly, concisely, and persuasively?

Organized in a logical manner with headings and subheadings?

Correct in grammar, spelling and punctuation?

Effective with the display of exhibits that are clearly organized and easy for the reader to determine the calculations and the source of the data? Also, are assumptions clearly explained?

Is the document following the specified report format & page limit?

Marketing strategy/Marketing plan team presentations: At the end of the semester each team will have about 15 minutes (including Q&A) to present the outcomes of the project, including but not limited to: the marketing research you conducted and findings you obtained, the marketing plan you formulated and recommendations you made. You are encouraged to apply what you learned in this or other courses to this practical marketing project. Every member of your team needs to present. I will grade the project presentations by the same criteria used to evaluate team case presentations. The class will be encouraged to critique your recommendations. Submit your project presentation slides (and commercial if you choose to do the extra credit work) to me via Blackboard by 5 pm on December 9, 2015. No late submission is acceptable.
## Course Requirements and Grading

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<tr>
<th>Requirement</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Active participation in class discussions</td>
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<tr>
<td>Team case analysis presentation</td>
<td>19%</td>
<td>190 Points</td>
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<tr>
<td>Homework Assignments (Written Cases, Market Management Research or Online Questions)</td>
<td>15%</td>
<td>150 Points</td>
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<tr>
<td>Team marketing strategy project</td>
<td>30%</td>
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<tr>
<td>Written report 20% (200 Points); oral presentation 10% (100 Points)</td>
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<tr>
<td>Exam I</td>
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<tr>
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<td><strong>Total</strong></td>
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### Grade scale

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

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<tr>
<th>Points</th>
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<td>870 – 899</td>
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### Final Course Grading Policy

For more information regarding grading policies and class attendance, see [http://catalog.gmu.edu](http://catalog.gmu.edu)

### Missing Class

You are expected to attend class regularly, with the understanding that advanced and documented excuses for an unavoidable absence are needed. Please check the presentation dates of your team (listed in the Team Case Analysis presentation section). If there is a time conflict, you should talk to other teams and find out if (i) your team could switch with one of them or (ii) you yourself could join one of them. Inform me well ahead of time if there is such a change. If neither change is possible, then your team will present without you and your grade will reflect that lack of performance.

**Office of Disability Services** ([http://ods.gmu.edu](http://ods.gmu.edu)): If you are a student with a disability and you need academic accommodations, please see me and contact the Office of Disability Services (ODS) at 703-993-2474. All academic accommodations must be arranged through ODS. If accommodations are needed, please complete this request within the first two weeks of class.
Religion

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

University Compliance, Diversity, and Ethics (CDE): The diversity of our student body can be an asset to classroom conversations and student learning. For CDE issues, please refer to http://integrity.gmu.edu/

Other Useful Campus Resources:

Writing Center: http://writingcenter.gmu.edu
University Libraries “Ask a Librarian” http://library.gmu.edu/mudge/IM/IMRef.html
Business Library Liaison: Jo Ann J. Henson MLIS Business and Economics, Fenwick Library Fairfax Campus: http://infoguides.gmu.edu/business

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

Emergency Preparedness: Please review the Emergency Preparedness Guides http://ehs.gmu.edu/guides EP.html. You are strongly encouraged to register your mobile phone to receive emergency notifications from Mason Alert (alert.gmu.edu).

University Policies

The University Catalog, http://catalog.gmu.edu, is the central resource for university policies affecting student, faculty, and staff conduct in university affairs. Other policies are available at http://universitypolicy.gmu.edu/. All members of the university community are responsible for knowing and following established policies.

Note: I reserve the right to adjust the syllabus content when necessary. Announcements will be in class and via Blackboard.
### Topics and Assignment Schedule

| Week 1      | September 1 | Course Introduction, Case Method, and Basic Marketing Arithmetic  
Read: i) Course syllabus  ii) Marketing by the Case method (Komatsu and Caterpillar Case Tutorial in the Harvard Business School Course Pack)  
Note on Low-tech Marketing Math (This Harvard Business School Note is in your Course Pack) |
|-------------|-------------|------------------------------------------------------------------------------------------------------------------|
| Week 2      | September 8 | Overview of Marketing, Strategic Planning (1) Read: Chapter1, Chapter 2  
Team Formation  
Read Case 1: Marketing and Ethics (from Course Pack)  
Scenarios will be divided among teams who will prepare and present an analysis for their scenario  
Read and Discuss HBS Managing Stakeholders with Corporate Social Responsibility from Course Pack |
| Week 3      | September 15| Overview of Marketing Strategic Planning -- Ethics and CSR (2) Read: i) Chapter 3  ii) Case 2: Wetherill Associates, Inc.  
Discussion questions:  
1. Should WAI modify its sales compensation system? Would you advise management to introduce individual sales commissions?  
2. How does WAI’s approach to organizational ethics compare with others you have studied?  
3. In what way are sales commissions incompatible with RAE?  
4. So what if a commission-based system is not in keeping with RAE? Should WAI managers be all that concerned about RAE?  
5. Has RAE helped or hurt the company? What’s your appraisal of WAI’s performance?  
6. Setting aside the company’s financial performance for the moment, how is WAI doing as an employer? As a supplier? As a customer?  
7. How much does RAE have to do with WAI’s success? Could WAI have done even better without it? Are other factors more important? Could WAI have succeeded by following industry norms?  
8. Specifically, what aspects of RAE are important? How do these translate into superior performance?  
9. From WAI’s beginnings, how many of you would have predicted the company’s success?  
10. How did WAI succeed under such conditions? How could they get away without paying kickbacks to buyers? How could they forego sales they could have made by fudging facts that customers could never verify?  
11. WAI managers say their approach to business is quite different from conventional thinking. Do you agree? Where do you see the differences?  
12. In the case, the Wetherill approach is called a “formula for success” p.6. Do you agree? Which of these two belief sets is most pragmatic—RAE or conventional thinking?  
13. What’s the downside of RAE?  
14. Why is RAE easy to say—“hard to do?”  
15. Are you comfortable with RAE? How many business students do you think... |
16. How is WAI able to keep RAE alive in face of strongly opposed cultural forces? How is RAE institutionalized and embedded in the organization: in structure, strategy systems, staffing? What aspects of the WAI environment make it hospitable to RAE?

17. How easy will it be to maintain RAE into the future? What challenges lie ahead? What if WAI were to go public?

18. Why hasn’t Kevin Chow been able to transfer RAE to his supply company in Hong Kong? Is “American” manager needed to meet these challenges?

19. Is WAI’s approach to management transferable to other companies and industries? Why do WAI employees who have worked in large, publicly held corporations find those environments so inhospitable to “right action?” Could you put RAE in place if your fundamental objective were to make money?

24. What’s your final view on compensation changes at WAI? How many of you would favor the commission proposal? What do you take away from this discussion?

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**Supplement Distributed at End of Class Discussion**

**Week 4**
**September 23**

**Consumers and Customer Relationship Management**

Read: Chapter 4, Chapter 5

**Read:** Case 3: Starbucks

**Discussion questions:**

1. What factors accounted for the extraordinary success of Starbucks in the early 1990s? What was so compelling about the Starbucks value proposition? What brand image did Starbucks develop during this period?

2. Why have Starbucks’ customer satisfaction scores declined? Has the company’s service declined, or is it simply measuring satisfaction the wrong way?

3. How does the Starbucks of 2002 differ from the Starbucks of 1992?

4. Describe the ideal Starbucks customer from a profitability standpoint. What would it take to ensure that this customer is highly satisfied? How valuable is a highly satisfied customer to Starbucks?

5. Should Starbucks make the $40 million investment in labor in the stores? What’s the goal of this investment? Is it possible for a mega-brand to deliver customer intimacy?
Week 5
September 22
**Industry and Company choices for class project and paper due**

Business Buyers and Strategic Alliances
**Read:** Chapter 6
**Read:** Case 4: Shanghai General Motors: The rise of a late-comer

Discussion questions:
1. Why was GM so determined to enter into partnership with SAIC in 1997, a time when the automobile industry was experiencing overcapacity, plummeting demand and dropping car sales?
2. Examine the joint venture relationship between GM and SAIC. What is the agenda of GM and SAIC respectively?
3. The partnership between GM and SAIC can be considered a learning alliance. Discuss the balance of power between the two parties.
4. Discuss the potential conflicts that can arise in the GM-SAIC joint venture. Do you think the GM-SAIC partnership will sustain? What are the factors for sustainable joint ventures?
5. Perform a SWOT analysis of GM in 2004, a year that it has achieved strong growth in market share and profitability. What are the success factors that contribute to GM’s rapid growth? What are the threats and opportunities faced by SGM in the competitive automobile market?

Target Marketing and Branding
**Read:** Chapter 7, Chapter 8
**Read:** Case 5: Lenovo: Building a Global Brand

Discussion Questions:
1. Why did IBM want to sell its PC business? Why did IBM sell to Lenovo?
2. What explains Lenovo’s success prior to the acquisition?
3. What challenges did Lenovo face after the acquisition?
4. How should Lenovo handle the brand management challenges associated with the acquisition?
5. In trying to become a global brand, does Lenovo have a problem coming from China?

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**Week 6**
October 6
**Exam I (Chapter 1 to Chapter 8)**

**Positioning and Competition**
**Read:** Chapter 9

**Week 7**
October 13
No Class Fall Break

**Week 8**
October 20
**Continue Reading:** Chapter 9
**Read:** Case 6: BMW Films

Discussion Questions:
1. Was the BMW Films idea a good one? How successful has the campaign been?
2. What was the motivation behind the idea? Who was the target market for the
<table>
<thead>
<tr>
<th>Week 9</th>
<th>October 27</th>
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<tbody>
<tr>
<td><strong>Industry Analysis, Competitors and SWOT Analysis (Part 1 Paper of Marketing strategy/Marketing plan project)</strong> due in hard copy and via Blackboard at the beginning of class today.</td>
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**Product**

**Read:** Chapter 10

**Read:** Case 7: Apple’s iPhone

**Discussion Questions:**

1. In what product segments does Apple compete? How does the company position its products against its competitors?
2. Perform a SWOT analysis for Apple.
3. Analyze Apple’s board structure. Are criticisms of Apple’s board justified? What changes would corporate governance reformers like to see and why?
4. Apple was extremely secretive about its succession plan. What were the benefits of this approach? Was the lack of transparency a breach of the board’s fiduciary responsibility to shareholders?
5. What does Apple’s selection of Tim Cook as Jobs’s successor signal about its future strategy? Do you agree with this choice? Why or why not?
6. Identify the top challenges that Tim Cook faces. How should he address them?

<table>
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<tr>
<th>Week 10</th>
<th>November 3</th>
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<tr>
<td><strong>Each team will receive Instructor Feedback on Part 1 of Marketing strategy/Marketing plan project.</strong></td>
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**Service**

**Read:** Chapter 11

**Read Case 8:** Four Seasons

**Discussion questions:**

1. What distinguished the Four Seasons Hotels and Resorts chain in the marketplace? What is the service concept (value as perceived by the target customer)?
2. How does Four Seasons deliver service consistently at 50 properties in 22 different countries?
3. How do Four Seasons’ managers think about what should be centralized and what should be decentralized?
4. How does Four Seasons use technology? If Four Seasons had a “technology strategy,” what would it be? Do you agree with it?
5. What role do you see for the Four Seasons’ Internet site? Should it be used to lower costs or enhance revenues? How important is it to Four Seasons’ financial objectives?
**Week 11**  
**November 10**

**Price**  
**Read:** Chapter 12  
**Read Case 9:** Heinz Ketchup: Pricing the Product Line  
**Discussion questions:**
1. How profitable are the current items in the product line for both Heinz and for retailers?  
Consider the profitability of both regular and promotional prices on a dollar and percentage basis.  
2. Why do manufacturers offer periodic trade deals to retailers, money that is sometimes not passed through to the end consumer?  
3. What are the consumption-adjusted margins, both for Heinz and for retailers, of the items currently offered? Consider both regular and promotional prices. (Consumption-adjusted margins are dollar margins that reflect the fact that different package sizes of the same product may influence the rate at which customers consume the product. A natural question that arises from this phenomenon is how product managers should adjust their understanding of product profitability to reflect this possibility. Here is one simple way: Suppose a manufacturer makes $0.20 on a 10-oz. can of soup and $0.40 on a 20-oz. can of soup. In either case, the manufacturer makes $0.02 per ounce. But in this case, the larger size causes consumers to increase their consumption of soup by 30%, so the consumption-adjusted margins per ounce of the 20-oz. size can be calculated as $(0.40\times1.3) \div 20 = 0.026$, where the term in parentheses adjusts the dollar margin up to reflect the consumption expansion, and then that adjusted margin is divided by the number of ounces in the package size. This per-ounce margin is now directly comparable to the per-ounce margin of the 10-oz. size: $0.02$. (In this case, Heinz is making more money on the larger package size.)  
4. How did the consideration of this consumption expansion inform your pricing and promotional plan? (A natural thing to do is to consider what we would need to do in terms of trade allowance to make customer purchases of larger sizes make sense for retailers and make sense for Heinz. Let’s consider the 46-oz. size. What level of trade allowance would be best given an analysis of the margins and consumption-adjusted margins for Heinz as well as for retailers?)  
5. Are there other sizes we should consider promoting?  
6. Are there items we should consider adding or removing from the current ketchup product line?  
7. Beyond price promotions, how would you promote these new larger sizes to retailers and to consumers?

**Week 12**  
**November 17**

**Distribution**  
**Read:** Chapter 13, Chapter 14  
**Read Case 10:** Zara: Fast Fashion  
**Discussion questions:**
1. With which of the international competitors listed in the case is it most interesting to compare Inditex’s financial results? Why? What do comparisons indicate about Inditex’s relative operating economics? Its relative capital efficiency?  
2. How specifically do the distinctive features of Zara’s business model affect its operating advantage? Specifically, compare Zara with an average retailer with similar posted prices. In order to express all advantages / disadvantages on a common basis, you may find it convenient to assume that on average, retail selling prices are about twice as high as manufacturers’ selling prices.  
3. Lay out the linkages among Zara’s choices about how to compete, particularly...
ones connected to its quick-response capability, and the ways in which they create competitive advantage. What does the exercise suggest about such capabilities as bases for competitive advantage?

4. Why might Zara “fail”? How sustainable would you calibrate its competitive advantage as being relative to the kinds of advantages typically pursued by other apparel retailers?

5. How well does Zara’s advantage travel globally?

6. What do you think of Zara’s past international strategy? Evaluate, in particular, its past strategy for (product) market selection, its mode of entry, and its standardization of its marketing approach.

7. What is the best way to grow the Zara chain? How, specifically, do you see prospects in the Italian market? And more broadly, what do you think about the strategy of focusing on Europe versus making a major commitment to a second region?

8. What other strategic recommendations would you make to Inditex CEO Jose Maria Castellano?

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**Week 13 November 24**

**Promotion**

*Read: Chapter 15, Chapter 16 (selected sections to be announced)*

*Read Case 11: Google 2014 (optional depending on class size; to be announced)*

**Discussion questions:**

1. What explains Google’s early success?
2. Could Google outbid Microsoft for AOL’s traffic? Google currently enjoys 70% market share of US market share of US searches and well above 90% in many other countries. Do you expect the search business to become more concentrated (i.e. dominated by fewer firms)? Is search a winner-take-all business?
3. Currently 95%+ of Google’s revenue comes from online advertising. How important is it for Google to pursue alternative revenue streams? Which alternatives are the most promising? What should Google do next?
4. Do you view Google’s distinctive or unique governance structure, corporate culture, and organizational processes as strengths or potential limitations?

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**THANKSGIVING** Class Meets on Tuesday of Thanksgiving Week, please see above.

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**Week 14 December 1**

**Exam II** (Chapter 9 to Chapter 16)

Team project review, wrap up

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**Week 15 December 8**

**Team project presentations**

Presentation slides and commercial if you choose to do the extra credit work due via Blackboard by 5PM today for all teams.

Marketing strategy/Marketing Plan final report (Part 1 paper revision with Part 2 paper) due in hard copy and via Blackboard by the beginning of class today. After grading is complete, students will receive feedback on the report.

Peer evaluation of team work due by end of class today.
## Attachment 1

School of Business Recommendations for Honor Code Violations

*Adopted by the faculty May 2012*

### UG-Non Freshman Students (including transfer students)

<table>
<thead>
<tr>
<th>Type of Violation</th>
<th>First Offense</th>
<th>Second Offense</th>
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<tbody>
<tr>
<td>Plagiarism—failure to cite/attribute sources</td>
<td>An F in the class; multiple visits to the Writing Center required; and Academic Integrity Seminar Attendance</td>
<td>An F in the class; multiple visits to the Writing Center required; Academic Integrity Seminar Attendance; dismissal from the program; and possible suspension or expulsion</td>
</tr>
<tr>
<td>Plagiarism—representing someone else’s work as the student’s own</td>
<td>An F in the class; multiple visits to the Writing Center required; and Academic Integrity Seminar Attendance</td>
<td>An F in the class; multiple visits to the Writing Center required; Academic Integrity Seminar Attendance (at times of hearing and reenrollment if relevant); dismissal from the program; and possible suspension or expulsion</td>
</tr>
<tr>
<td>Cheating on an assignment, homework, class participation, or minor project</td>
<td>An F in the class; and Academic Integrity Seminar Attendance</td>
<td>Expulsion</td>
</tr>
<tr>
<td>Cheating on a major project, test, or exam</td>
<td>An F in the class; Academic Integrity Seminar Attendance; and at least one semester suspension</td>
<td>Expulsion</td>
</tr>
<tr>
<td>Egregious Violation [e.g., stealing an exam; submitting coursework from another class as original work; lying to an employer about academic performance]</td>
<td>Dismissal from the program; at least one year suspension; and attendance at Academic Integrity Seminar at the time of hearing and just prior to reenrollment</td>
<td>Expulsion</td>
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