
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.
- Focus on the ways that marketers anticipate customer needs and position their offerings by creating, capturing, delivering and communicating value for selected constituencies.
- Understand what motivates customers to purchase marketers’ offerings and how they use them.
- 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.
- Explore careers available to marketing majors. For example see http://www.marketingedge.org/students/marketing-careers-for-students?gclid=CPHRzuMj4CFUMfhgodWooFM4g and http://www.collegedegrees.com/blog/2010/07/02/10-fastest-growing-careers-for-business-majors/

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 have the option to purchase and register the McGraw-Hill Connect+ feature. See details below. Students who participate in Connect’s LearnSmart score an average 10% higher on exams. You must also have access to the Internet. Course prerequisite is at least sophomore standing.

Hybrid Distance Education

MKTG 301 DL1 and DL2 are taught 40% face-to-face and 60% online. The course is team taught and team graded by Professors McCrohan and Harvey. The only difference between sections DL1 and DL2 is the weeks that are face-to-face and the professor who is in front of the class. See pages 5 - 7 for the sequence of meetings. Both DL1 and DL2 meet in INN 132.

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 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/](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:

**Goal 1:** Our students will demonstrate an understanding of the social, global, ethical, and legal contexts of business and will be able to reflect on the role of the individual in business.

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.

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.

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

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

**Goal 2:** Our students will demonstrate an understanding of and the ability to apply knowledge of professional skills necessary for success in business including effective business writing.

This section of Marketing 301/303 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.

**Goal 3:** Our students will demonstrate technical and analytic skills appropriate for success in business.

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

This course also requires composing and presenting a basic marketing plan that includes required use of GMU databases and financial analysis, to include reporting and forecasting sales, profits and market share.

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

While this course focuses on the marketing aspects of enterprise it also touches on accounting, finance and information systems. One chapter is devoted to supply chain management that includes discussion of the role of information systems and JIT inventory systems. Introductory marketing draws upon many sister disciplines including psychology, sociology, economics, public policy and regulation, law, accounting, finance, information systems, management and statistics.
**Goal 5: Our students will demonstrate knowledge and skills appropriate for specialization in their majors.**

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.

**Goal 6: Our students will demonstrate an understanding of how research in the business disciplines contributes to knowledge and how such research is conducted.**

The basic marketing plan exercise in this course requires students to collect, report and analyze industry, competitive and company data, using GMU databases.

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

**Course activities and daily processes:** 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 three closed-book, closed notes exams in this course - two 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.

**Grading Methods and Requirements:** For more information regarding grading policies, class attendance and the Honor Code, see http://www.gmu.edu/catalog/apolicies/index.html

**Two Exams (worth 300 semester points)** – Exam 1 will cover Chapters 1 – 5 and will count 100 semester points. Exam 2 will cover Chapters 6 – 13 and will count 200 semester points. Exam 1 will have 40 multiple choice items and Exam 2 will contain 80 questions. Exams are held in class and require you to provide a SCAN-TRON answer sheet.

**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 40% of the questions linked to chapters 14 – 20. The final exam is held in class and requires you to provide a SCAN-TRON answer sheet.
Connect+ and LearnSmart – Students who want to use LearnSmart can purchase it 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.

Three In-Class Quizzes (worth 100 semester points) - You will need to bring a SCAN-TRON answer sheet for each quiz. THERE ARE NO MAKEUPS FOR MISSED IN-CLASS QUIZZES.

Two Team Written Marketing Plan Draft Assignments (worth 100 semester points). Two team-based marketing plan drafts are required. These two assignments will provide marketing plan progress reports with feedback. Draft assignment 1 counts 25 points and Draft 2 counts 75 points. Draft 1 addresses Section 2 and 3 of the Marketing Plan Template Fall 2016. Draft 2 addresses Sections 1 - 5 and includes a 10-minute in-class PowerPoint presentation. All drafts will be submitted in MS Word via email attachment. See syllabus for due dates.

Team Written 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 2016, 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. See syllabus for due date.

Below is a checklist for selecting a brand for your marketing plan. All marketing plan selections must receive approval of your professor.

1. Does the brand represent something that interests you and your teammates?
2. Does the brand represent something that will advance your professional interests?
3. Will you be able to obtain existing sources of information about the brand?
   a) Industry data, such as age, size, growth, competitors and regulatory oversight.
   b) Brand data, such as sales, market share, and growth, using sources such as Yahoo Finance 10K, Hoovers and Lexus-Nexus (all available online through GMU Library).
   c) Customer data, such as reasons they select the brand, reasons they reject the brand, customer satisfaction for the brand, and frequency of purchase, using sources that capture the voice of the customer, such as Yelp, Consumer Reports, Google, Bing and similar customer evaluation sources.
   d) Experience data, such as trying or using the brand, interviewing managers and staff of the brand.
4. Your brand should be one that is publicly traded. If the firm has both domestic and international divisions you must focus on USA only, due to the lack of availability of international data.

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

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Exam</td>
<td>100</td>
<td>960+</td>
</tr>
<tr>
<td>Second Exam</td>
<td>200</td>
<td>940 - 959</td>
</tr>
<tr>
<td>Final Exam</td>
<td>300</td>
<td>900 - 939</td>
</tr>
<tr>
<td>Marketing Plan Draft 1</td>
<td>25</td>
<td>870 - 899</td>
</tr>
<tr>
<td>Marketing Plan Draft 2</td>
<td>75</td>
<td>830 - 869</td>
</tr>
<tr>
<td>Final Marketing Plan</td>
<td>200</td>
<td>&lt; 600</td>
</tr>
<tr>
<td>In Class Quizzes</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>1000</td>
<td></td>
</tr>
</tbody>
</table>
# WEEKLY SCHEDULE OF CLASS ACTIVITIES

<table>
<thead>
<tr>
<th>Week – Date</th>
<th>Section DL1</th>
<th>Section DL2</th>
</tr>
</thead>
</table>
| Week 1 Aug 31 | **Face-to-Face Class in Research 1 Room 163**  
Introduction to the course, lecture and discussion on Chapters 1, 2 and 3: Overview of Marketing, Developing Marketing Strategies and a Marketing Plan and Social and Mobile Marketing.  
Introduction to class requirements and LearnSmart | **Face-to-Face Class in Research 1 Room 163**  
Introduction to the course, lecture and discussion on Chapters 1, 2 and 3: Overview of Marketing, Developing Marketing Strategies and a Marketing Plan and Social and Mobile Marketing.  
Introduction to class requirements and LearnSmart |
| Week 2 Sept 7 | **Face to Face Class in INN 132**  
Lecture and discussion on Chapters 4 & 5: Marketing Ethics and Analyzing the Market Environment.  
Develop team Marketing Plan in class.  
Take quiz 1 on Chapters 1 – 5. | **Online Class**  
Develop team Marketing Plan via Skype, Google+ Hangout or Blackboard Collaborate. |
| Week 3 Sept 14 | **Online Class**  
Develop team Marketing Plan via Skype, Google+ Hangout or Blackboard Collaborate. | **Face to Face Class in INN 132**  
Lecture and discussion on Chapters 4 & 5: Marketing Ethics and Analyzing the Market Environment.  
Develop team Marketing Plan in class.  
Take quiz 1 on Chapters 1 – 5. |
| Week 4 Sept 21 | **Online Class**  
Each team will appoint at least 2 members to attend face-to-face class tonight.  
Presentation by Business Reference Librarian Jo Ann Henson on using GMU online research databases. http://infoguides.gmu.edu/business is the link to the database guide. Video tutorials are under the “get help” page.  
Both professors will be in class to answer questions | **Online Class**  
Each team will appoint at least 2 members to attend face-to-face class tonight.  
Presentation by Business Reference Librarian Jo Ann Henson on using GMU online research databases. http://infoguides.gmu.edu/business is the link to the database guide. Video tutorials are under the “get help” page.  
Both professors will be in class to answer questions |
| Week 5 Sept 28 | **Face to Face Class in INN 132**  
Exam 1 (Chapters 1 – 5)  
Marketing Plan Draft 1, Sections 2 & 3 of the Marketing Plan Template is due via MS Word email attachment. Three pages maximum length, NLT 7:00pm, Monday September 26, 2016 | **Online Class**  
Develop team Marketing Plan via Skype, Google+ Hangout or Blackboard Collaborate. |
| Week 6 Oct 5 | **Online Class**  
Develop team Marketing Plan via Skype, Google+ Hangout or Blackboard Collaborate. | **Face to Face Class in INN 132**  
Exam 1 (Chapters 1 – 5)  
Marketing Plan Draft 1, Sections 2 & 3 of the Marketing Plan Template is due via MS Word email attachment. Three pages maximum length, NLT 7:00pm, Monday October 3, 2016 |
<table>
<thead>
<tr>
<th>Week – Date</th>
<th>Section DL1</th>
<th>Section DL2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 7 Oct 12</td>
<td><strong>Face to Face Class in INN 132</strong>&lt;br&gt;Chapters 6 – 13, Consumer Behavior, Business-to-Business Marketing, Global Marketing, Market Segmentation, Marketing Research, Product and Services.&lt;br&gt;Take quiz 2 on Chapters 6 – 13.</td>
<td><strong>Online Class</strong>&lt;br&gt;Develop team Marketing Plan via Skype, Google+ Hangout or Blackboard Collaborate.</td>
</tr>
<tr>
<td>Week 8 Oct 19</td>
<td><strong>Online Class</strong>&lt;br&gt;Develop team Marketing Plan via Skype, Google+ Hangout or Blackboard Collaborate.</td>
<td><strong>Face to Face Class in INN 132</strong>&lt;br&gt;Chapters 6 – 13, Consumer Behavior, Business-to-Business Marketing, Global Marketing, Market Segmentation, Marketing Research, Product and Services.&lt;br&gt;Take quiz 2 on Chapters 6 – 13.</td>
</tr>
<tr>
<td>Week 9 Oct 26</td>
<td><strong>Online Class</strong>&lt;br&gt;Develop team Marketing Plan via Skype, Google+ Hangout or Blackboard Collaborate.&lt;br&gt;Both professors will be in their offices available for questions</td>
<td><strong>Online Class</strong>&lt;br&gt;Develop team Marketing Plan via Skype, Google+ Hangout or Blackboard Collaborate.&lt;br&gt;Both professors will be in their offices available for questions</td>
</tr>
<tr>
<td>Week 10 Nov 2</td>
<td><strong>Face to Face Class in INN 132</strong>&lt;br&gt;Exam 2 (Chapters 6 – 13)&lt;br&gt;Marketing Plan Draft 2, Sections 4 and 5 of the Marketing Plan Template are due via MS Word email attachment. Three pages maximum, NLT 7:00pm, Monday October 31, 2016.&lt;br&gt;In-Class Team Presentation of Marketing Plan Sections 1 - 5 with PPT slides. 10 minutes maximum.</td>
<td><strong>Online Class</strong>&lt;br&gt;Develop team Marketing Plan via Skype, Google+ Hangout or Blackboard Collaborate, or Blackboard Collaborate.</td>
</tr>
<tr>
<td>Week 11 Nov 9</td>
<td><strong>Online Class</strong>&lt;br&gt;Develop team Marketing Plan via Skype, Google+ Hangout or Blackboard Collaborate.</td>
<td><strong>Face to Face Class in INN 132</strong>&lt;br&gt;Exam 2 (Chapters 6 – 13)&lt;br&gt;Marketing Plan Draft 2, Sections 4 and 5 of the Marketing Plan Template are due via MS Word email attachment. Three pages maximum, NLT 7:00pm, Monday November 7, 2016.&lt;br&gt;In-Class Team Presentation of Marketing Plan Sections 1 - 5 with PPT slides. 10 minutes maximum.</td>
</tr>
<tr>
<td>Week 12 Nov 16</td>
<td><strong>Online Class</strong>&lt;br&gt;Develop team Marketing Plan via Skype, Google+ Hangout or Blackboard Collaborate.&lt;br&gt;Both professors available for questions by email appointment 24 hours in advance.</td>
<td><strong>Online Class</strong>&lt;br&gt;Develop team Marketing Plan via Skype, Google+ Hangout or Blackboard Collaborate.&lt;br&gt;Both professors available for questions by email appointment 24 hours in advance.</td>
</tr>
<tr>
<td>Nov 23</td>
<td>Thanksgiving observed.&lt;br&gt;No class this week</td>
<td>Thanksgiving observed.&lt;br&gt;No class this week</td>
</tr>
<tr>
<td>Week – Date</td>
<td>Section DL1 Professor Harvey</td>
<td>Section DL2 Professor McCrohan</td>
</tr>
<tr>
<td>------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Week 13 Nov 30</td>
<td><strong>Face to Face Class in INN 132</strong></td>
<td><strong>Online Class</strong></td>
</tr>
<tr>
<td></td>
<td>Course wrap-up and lecture and discussion on Chapters 14 – 20: Pricing Concepts for Establishing Value, Strategic Pricing Methods, Supply Chain and Channel Management, Retailing and Multichannel Marketing, Integrated Marketing Communications; Advertising, and Personal Selling and Sales Management.</td>
<td>Develop team Marketing Plan via Skype, Google+ Hangout or Blackboard Collaborate.</td>
</tr>
<tr>
<td></td>
<td>Take quiz 3 on Chapters 14 – 20.</td>
<td></td>
</tr>
<tr>
<td>Week 14 Dec 7</td>
<td><strong>Online Class</strong></td>
<td><strong>Face to Face Class in INN 132</strong></td>
</tr>
<tr>
<td></td>
<td>Develop team Marketing Plan via Skype, Google+ Hangout or Blackboard Collaborate.</td>
<td>Course wrap-up and lecture and discussion on Chapters 14 – 20: Pricing Concepts for Establishing Value, Strategic Pricing Methods, Supply Chain and Channel Management, Retailing and Multichannel Marketing, Integrated Marketing Communications; Advertising, and Personal Selling and Sales Management.</td>
</tr>
<tr>
<td>Dec 11</td>
<td>Marketing plan due via MS Word email attachment by 1:30 pm</td>
<td>Marketing plan due via MS Word email attachment by 1:30 pm</td>
</tr>
<tr>
<td>Week 15 Dec 14</td>
<td>In-Class Face-to-Face Final Exam (Chapters 1 – 20) 1:30 – 4:15 pm. In Room INN 132.</td>
<td>In-Class Face-to-Face Final Exam (Chapters 1 – 20) 1:30 – 4:15 pm. In Room INN 132.</td>
</tr>
</tbody>
</table>

**Administrative Details**

**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 SOM 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. 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 the SOM. 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 as implemented by the School of Business and George Mason University.

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

Students are expected to follow the honor code as presented in the University's publications. Infractions or appeals may be referred to
It shall be a violation of this Honor Code to Lie, Cheat or Steal. The following list is illustrative of Honor Code violations but is not exhaustive: Assignments (including examinations) are to be the sole work of the student unless specifically authorized otherwise by the professor. To give, receive, or utilize unauthorized assistance in preparation for or during an assignment is a violation of this Honor Code. To continue working on an assignment or an examination beyond the allotted time period is a violation. To plagiarize is a violation. To fail to report a suspected violation when a student has reasonable cause to believe that an Honor Code violation has occurred is a violation.

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 SOM 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. SOM 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.

About your instructors

Kevin F. McCrohan is a Professor of Marketing at George Mason University in Virginia, USA. He has been a Senior Fulbright Scholar at the School of Business, Kathmandu University, Nepal as well as Senior Fulbright Scholar at Trinity College in Dublin, Ireland. He has served as a Chief Economist at the Internal Revenue Service as well as appointee to the President’s National Security Telecommunications Advisory Committee Financial Sector Task Force. He has published or presented one hundred and fifty papers in academic journals and national and international conferences and served or consulted with the FBI, DHS, Treasury, and NGA among others.

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 is “Influence of Awareness and Training on Cyber Security,” Journal of Internet Commerce, 9 (1), 23-41, 2011, co-authored with Professor McCrohan.