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

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

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

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

MKTG-301-004 / MKTG-303-009 GENERAL INFORMATION:

COURSE DESCRIPTION: Examines marketing principles and practices for analyzing, creating, delivering, capturing, and communicating value to customers. Focuses on managing customer relationships using market-driven strategies, particularly segmentation, targeting, and positioning. The role of customer satisfaction in achieving organizational objectives and ethical decision making in a global economy are also emphasized. School of Business students will not be permitted to make more than three attempts to achieve a C or higher in MKTG 301. Those who do not successfully complete this course within three attempts will be terminated from their major and will not be eligible to receive a degree from the School of Business. For more information about this, please see Academic Policies at http://universitypolicy.gmu.edu/university-policies/academic-policies.

COURSE OVERVIEW: The course and textbook are structured to help you integrate these concepts into a comprehensive introduction to the discipline of marketing. You will develop an individual Marketing Plan in the forms of a formal Written Report (MS Word) and abridged Presentation (MS PowerPoint). This will offer you a way to integrate the entire class material and build your research and communication skills. Marketing is a discipline with a great deal of interaction with the external environment of a business. As such, marketing practices demonstrate a company’s behaviors and beliefs to consumers, suppliers, shareholders and other stakeholders. It is critical that marketers act ethically and assume a leadership role in business ethics. Ethics in business – particularly ethics in marketing – will be an emphasis.

COURSE PREREQUISITES: Please check with the GMU School of Business Student Advisors concerning the course prerequisites. Students are responsible for meeting all course prerequisites.

LEARNING GOALS FOR ALL GMU SCHOOL OF BUSINESS UNDERGRADUATE PROGRAMS:

1. Our students will be competent in their discipline.
2. Our students will be aware of the uses of technology in business.
3. Our students will be effective communicators.
4. Our students will have an interdisciplinary perspective.
5. Our students will be knowledgeable about global business and trade.
6. Our students will recognize the importance of ethical decisions.
7. Our students will be knowledgeable about the legal environment of business.
8. Our students will be knowledgeable about team dynamics and the characteristics of effective teams.

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

10. Our students will be critical thinkers.

LEARNING GOALS FOR THE DISCIPLINE OF MARKETING: Students who are competent in the marketing discipline will meet the following learning goal:

Students will be able to produce an acceptable Marketing Plan.

EXPECTED OUTCOMES: Students will be assessed to be Highly Competent, Competent or Not Competent based on the rubric or measure for each goal (see sample rubrics for writing and critical thinking). Over time we expect that all students will be competent or highly competent; but, as we measure and record actual performance, we will set specific category expectations for each level of competence.

LEARNING GOALS FOR THIS COURSE: Because this course deals with subjects and ideas you encounter every day, you may have the impression the MKTG 301 material will be easy. It is not difficult material, but there is a significant amount of it, and there are many relationships that will be new to you. You will be learning a new vocabulary of marketing terms. You will draw on your experience as a consumer, but you will also gain new insights into business, management and marketing. At the conclusion of the course, you will be able to:

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

COURSE STRUCTURE: The course incorporates two basic elements or approaches: introduction of concepts through reading and lectures, and application and integration of these concepts into the Marketing Plan(s). During the first weeks, the emphasis will be on the introduction of concepts. The middle section will emphasize application of concepts. The end will emphasize integration of the concepts. Some of the work in classes may focus on small-group exercises. You are responsible, however, for the primary learning.

MKTG-301-004 / MKTG-303-009 TEXTBOOK AND MATERIALS:

COURSE TEXTBOOK: Marketing by Grewal / Levy, 5th Edition; McGraw-Hill Higher Education (2016); ISBN-13: 9780077729028. The textbook (736 pages) is designed for today’s changing student population. It has a strong emphasis on experiential learning and focuses on the value that marketers create for the firm. This textbook also provides students with hands-on learning tools through Connect for Marketing, and provides professors with updated tools every month through the monthly newsletter. With Connect, students examine how firms analyze, create, deliver, communicate, and capture value by exploring both the fundamentals in marketing and new influencers, such as social media, all in a format that allows for instructor assessment of learning outcomes, and provides students with a tight integration of topics.

Note: McGraw-Hill Education CONNECT® is NOT REQUIRED for this course.

Other required readings will be posted on Blackboard at 201610 - Master - MKTG-301-004 / MKTG-303-009 (Spring 2016).

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

COURSE BLACKBOARD PAGE: The course website contains an extensive array of information. The URL for GMU courses is http://mymason.gmu.edu. Your user ID and password are your GMU e-mail ID and password. When the page loads, go to the “Courses” tab at top and the courses you are registered for will be listed. This class is listed as 201610 - Master - MKTG-301-004 / MKTG-303-009 (Spring 2016).
### MKTG-301-004 / MKTG-303-009 FULL AGENDA:

<table>
<thead>
<tr>
<th>Class #</th>
<th>Topic</th>
<th>Homework Assignments: Instructor Questions</th>
<th>Marketing Plan: Written Report</th>
<th>Other Initiatives</th>
<th>Notes and Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td>Introductions Syllabus and Course Requirements</td>
<td>Marketing Plan Framework</td>
<td>Read and understand all course requirements and expectations</td>
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<tr>
<td>January 21</td>
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<td>Visit and review Consequence of Sound</td>
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<td><a href="http://consequenceofsound.net">http://consequenceofsound.net</a></td>
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<tr>
<td>#2</td>
<td>Marketing: Section 1 / Assessing the Marketplace: C1: Overview of</td>
<td>Instructor Questions (on Weekly PPT posted on Blackboard): Chapters 1 &amp; 2</td>
<td>Marketing Plan Framework</td>
<td>Review of all course requirements and expectations</td>
<td></td>
</tr>
<tr>
<td>January 28</td>
<td>Marketing; C2: Developing Marketing Strategies and a Marketing Plan</td>
<td>Textbook Case Study Questions: Chapters 1 &amp; 2 (Answers on one MS Word document, due by 11 p.m. the previous Monday; receipt will be confirmed.)</td>
<td>Step 3: Target Market (Industry / Segment), Knowledge and Dynamics; Step 4: Competitive Environment Assign Individual Topics</td>
<td>Review of Business Plan for Consequence of Sound</td>
<td><a href="http://consequenceofsound.net">http://consequenceofsound.net</a></td>
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<tr>
<td>#3</td>
<td>Marketing: Section 1 / Assessing the Marketplace: C3: Social and Mobile Marketing; C4: Marketing Ethics; C5: Analyzing the Marketing Environment</td>
<td>Instructor Questions (on Weekly PPT posted on Blackboard): Chapters 3, 4 &amp; 5</td>
<td>Marketing Plan Framework</td>
<td>Potential Roundtable Discussion (Time Permitting)</td>
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<tr>
<td>February 4</td>
<td>Textbook Case Study Questions: Chapters 3, 4 &amp; 5 (Answers on one MS Word document, due by 11 p.m. the previous Monday; receipt will be confirmed.)</td>
<td>Step 5: Solution Offering (Products / Services); Step 6: Positioning, Pricing and Branding</td>
<td>Potential Roundtable Discussion (Time Permitting)</td>
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<tr>
<td>February 11</td>
<td>Textbook Case Study Questions: Chapters 6 &amp; 7 (Answers on one MS Word document, due by 11 p.m. the previous Monday; receipt will be confirmed.)</td>
<td>Step 7: Launch Marketing Strategies; Step 8: Launch Budget</td>
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<tr>
<td>#5</td>
<td>Marketing: Section 2 / Understanding the Marketplace: C8: Global Marketing</td>
<td>Instructor Questions (on Weekly PPT posted on Blackboard): Chapter 8</td>
<td>Marketing Plan Framework</td>
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<tr>
<td>February 18</td>
<td>Textbook Case Study Questions: Chapter 8 (Answers on one MS Word document, due by 11 p.m. the previous Monday; receipt will be confirmed.)</td>
<td>Step 9: Launch Goals and Metrics; Step 10: Launch Implementation, Execution, Management and Measurement</td>
<td>Instructor’s Personal Case Studies: Virginia Western Community College (VWCC) Competitive Analysis and Go to Market Plan</td>
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<tr>
<td>February 25</td>
<td>Textbook Case Study Questions: Chapters 9 &amp; 10 (Answers on one MS Word document, due by 11 p.m. the previous Monday; receipt will be confirmed.)</td>
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<td>#7</td>
<td><strong>Mid-Term Examination: Chapters 1-10</strong></td>
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<td>March 3</td>
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<td>March 10</td>
<td>*** GEORGE MASON UNIVERSITY SPRING BREAK ***</td>
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<td>March 17</td>
<td>Textbook Case Study Questions: Chapters 11 &amp; 12 (Answers on one MS Word document, due by 11 p.m. the previous Monday; receipt will be confirmed.)</td>
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<tr>
<td>March 24</td>
<td>Textbook Case Study Questions: Chapter 13 (Answers on one MS Word document, due by 11 p.m. the previous Monday; receipt will be confirmed.)</td>
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</table>
### Key Course Requirements and Student Expectations

#### Instructor Questions
- **Weekly Homework:**
  - Textbook Case Study Questions: Chapters 12, 13, 14, 15, 16, 17, 18, 19, 20 (Answers on one MS Word document, due by 11 p.m. the previous Monday; receipt will be confirmed)
- **Individual Project:** Individual Marketing Plans – Written Report (MS Word) and Presentation (MS PowerPoint) – due until 11 p.m. on 4/23/16

#### Development of Individual Marketing Plans
- Written Report (MS Word) and Presentation (MS PowerPoint)

#### Potential Roundtable Discussion
- (Time Permitting)

#### Review and Tips for Final Examination
- On 5/5/16

### MKTG-301-004 / MKTG-303-009 REQUIREMENTS, EXPECTATIONS AND GRADING:

<table>
<thead>
<tr>
<th>Course Component</th>
<th>Key Course Requirements and Student Expectations</th>
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</thead>
<tbody>
<tr>
<td><strong>Weekly Homework</strong></td>
<td>Instructor Questions (on Weekly PPT posted on Blackboard): Textbook Case Study Questions for Chapters 1-20; and Instructor Questions (on Weekly PPT posted on Blackboard): Textbook Case Study Questions for Chapters 12-20 … All homework “answers” will be contained within the pages of your textbook, <em>Marketing</em> by Grewal / Levy, 5th Edition; McGraw-Hill / Irwin (2016) … All weekly assignments must be sent on one e-mail (MS Word attachment) to Instructor by 11 p.m. the Monday before the next class … Receipts will be confirmed and late work will <strong>NOT</strong> be accepted... Answers must be well researched and well written ...Further information to be addressed during the semester.</td>
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| **Individual Participation and SOB Research Requirement** | Marketing is enhanced by dialogue, and this class will be greatly enhanced when students actively participate …. Class participation is essential to develop communication skills and explore topics in depth … Students who make an effort to participate will be noticed … Active participation including both speaking and listening, demonstrating the ability to evaluate others’ comments constructively, demonstrating familiarity with assigned readings and working effectively with groups and the class as a whole is particularly noticed … To demonstrate class participation, the student should volunteer examples, insights and responses in class; demonstrate having read assignments, thought about the questions and analyzed materials; build on the comments of others; disagreeing where appropriate, but also supporting the comments and integrating viewpoints; share expertise and experiences relevant to the discussion; and comment on the substance and topic of the classes, demonstrating integration of the materials … Not everyone likes speaking up in a class situation … If, however, the student does not enter into the discussions, there is no way to tell if he or she is learning or understanding the concepts presented … Each student is expected to contribute … The GMU School of Business also mandates a Research Requirement for this course: Experiments or Research Lectures … Details are on Syllabus Pages 8-9… Further information to be addressed during the semester. |

<table>
<thead>
<tr>
<th><strong>Available Points</strong></th>
<th>200 Points (20%)</th>
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<tbody>
<tr>
<td><strong>Individual Participation</strong></td>
<td>75 Points or 7.5%</td>
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<tr>
<td><strong>SOB Research Requirement</strong></td>
<td>25 Points or 2.5%</td>
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</tbody>
</table>
You will take two closed-books, closed-notes exams: MKTG-301-004 / MKTG-303-009 Mid-Term (Chapters 1-10) on March 3, 2016 and MKTG-301-004 / MKTG-303-009 Final (Chapters 11-20) on May 5, 2016 … The exams will be a combination of objective questions (true / false, multiple choice, etc.) and short-answer questions, all based on lectures and textbook materials … The exams will NOT require Scantron® answer cards … … As the schedule permits, the class will review major concepts before the exam … Any use of any electronic devices during the testing times will be interpreted as a violation of the University Honor Code … Any student using such devices during an exam, or any form of cheating during the exam, will result in a grade of zero ("0") for the test … Consistent with University policy, only provable and documented absences, due to personal illness / injury or family emergencies, constitute acceptable absences for missing exams … There are no make-up exams or adjustments to satisfy the convenience of the students enrolled in this class … If an exam is missed due to provable and documented absences, you must make up the exam within one week … Further information to be addressed during the semester.

You will develop an individual Marketing Plan in the form of a Written Report (MS Word) and abridged Presentation (MS PowerPoint) … Your topic (product and/or service) will be assigned during class … You will follow the 10-step Marketing Plan Framework that will be discussed in class and/or the "Writing a Marketing Plan" template in your textbook (Appendix 2A) … The Written Report will be at least 12 pages; double-spaced; Times New Roman; 12-point font; one-inch margins; cover page; relevant supporting graphics and charts encouraged; cite all sources … The Presentation summarizing the Written Report will be at least 15 slides; relevant supporting graphics and charts encouraged; cite all sources … Both assignments are due electronically by 11 p.m. on April 23, 2016 … Receipts will be confirmed and late work will NOT be accepted … During class on April 28, you will be asked to address and/or defend key components of – or answer key questions about – your plan(s) … Further information to be addressed during the semester.

**Final Grade:** Your course grade for the course will depend on the total number of points you earn:

- More than 960 = A+
- 940 to 959 = A
- 900 to 939 = A–
- 870 to 899 = B+
- 830 to 869 = B
- 800 to 829 = B–
- 770 to 799 = C+
- 700 to 769 = C
- 600 to 699 = D
- Fewer than 600 = F

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

**STUDENT RESPONSIBILITIES:**

To meet the course objectives, you will use reading, assignments, projects, discussions and research. Emphasis will be placed on learning and applying theories and techniques to a variety of situations. **Attendance is expected.** Much of the material will be developed in class and in discussion. If there are emergencies or unavoidable absences, you should contact me prior to the class. You must arrange to get handouts and assignments from fellow students or via Blackboard. Detailed class and reading assignments will be made during the course. Assignments will be posted via https://mymasonportal.gmu.edu and Blackboard and should be checked routinely between classes for any new material or items of interest.

**TIPS FOR SUCCESS:**

The quality of your learning will dramatically increase if you are well prepared for class. You will be provided with reading assignments to help you focus on the main concepts in the textbook chapters. The textbook is designed to help you read, understand and study. Do not fall behind in the reading. There is an extensive body of literature on learning that emphasizes not only preparation, but the practice of taking detailed notes in class. Each class has detailed Power Point presentations, but they are expanded upon during the lectures and discussions. Successful students tend to take detailed notes, review them after class, identify material that they are still unsure of after referring to the textbook, and then either contact the professor or bring them up at the next class. Course rules and “Secrets for Success” include:

1. You all will be treated as adults.
2. Attend class – and return from breaks – consistently and on time … There are only 15 classes.
3. Be prepared for and laser focused on all discussions and all assignments.
4. Meet all inside and outside class commitments on time, completely and to highest of quality.
5. Devote at least eight to 12 hours per week to reading and preparing for this course and all required assignments.
6. An A is not the default grade … We all start with a clean slate: Zero Points … Additional details aforementioned.
7. We do not grade input (i.e., how much work you put into class) …
We can only grade output (i.e., assignments, tests, team initiatives), which is a result of devoting at least eight to 12 hours per week to reading and preparing for this course and all required assignments.

8. We are 100% committed to maintain integrity of grading process for GMU in general and SOB in particular …

9. … Therefore, your final grade is your final grade … There is no “rounding off” or curving; please do not ask.

10. I offer potential bonus points on the two examinations to acknowledge and reward students for materials covered in class.

11. Demonstrate unwavering commitment to University Honor Code … Additional details follow.

HONOR SYSTEM AND CODE / COMMUNITY STANDARDS OF BEHAVIOR:

HONOR SYSTEM AND CODE: The Honor System and Code adopted by George Mason University will be enforced for this class; please refer to http://oai.gmu.edu/the-mason-honor-code-2. In your work on all written assignments, keep in mind that you may not present as your own the words, the work, or the opinions of someone else without proper acknowledgement. You also may not borrow the sequence of ideas, the arrangement of material, or the pattern of thought of someone else without proper acknowledgement. Please note: Faculty are obligated to submit any Honor Code violations or suspected violations to the Honor Committee without exception.

<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; 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>
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<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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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 who participate in these educational programs contribute to the well-being of society. High-quality educational programs require an environment of trust and mutual respect, free expression and inquiry, and a commitment to truth, excellence, and lifelong learning. Students, program participants, faculty, staff, and alumni accept these principles when they join the School of Business community. In doing so, they agree to abide by the following 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. School of Business can and should be a living model of these behavioral standards. To this end, we have a personal responsibility to integrate these standards into every aspect of their experience at the School of Business. Through our personal commitment to these Community Standards of Behavior, we can create an environment in which all can achieve their full potential.
IMPORTANT NOTES:


CAMPUS EMERGENCY RESPONSE TEAM (CERT): An emergency poster exists in each classroom explaining what to do in the event of crises and that further information about procedures exists on www.gmu.edu/service/cert.

COUNSELING CENTER: GMU has a counseling center that can provide assistance if you find yourself overwhelmed by life, want training in academic or life skills, or the like. More information is available at www.gmu.edu/departments/csd/c.

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

MICROSOFT DREAMSPARK AND VMWARE DOWNLOADS: The School of Business subscribes to Microsoft DreamSpark and VMware program, which offers free software downloads to students. Any courses requiring the use of Microsoft software (except Office Suite) are available at no charge through the Microsoft DreamSpark and VMware program. However, MS Office 365. ProPlus is available for free to current GMU students at https://masonlive2.gmu.edu/MicrosoftStudentAdvantage. Students should have received email notification of access to this program one week prior to the semester schedule. If you can’t find the notification email, please go to the School of Business DreamSpark and VMware URL below and select “Forgot username or password” to retrieve your information. Make sure you use @gmu.edu, and not @masonlive.gmu.edu when entering your Username. DreamSpark URL: https://e5.onthehub.com/WebView/Security/Signln.aspx?url=%2FWebViewstore%2FWelcome.aspx%3Fs%3d2b3ea0e-d19b-e011-969d-0030487db897&wvs=2b3ea0e-d19b-e011-969d-0030487db897&vsvr=8. If you registered late, please send email with a screenshot attachment of your school schedule to busmsdn@gmu.edu. If you have any other questions, go to http://business.gmu.edu/technology/DreamSpark.

OFFICE OF DISABILITY SERVICES (ODS): If you are a student with a disability and require academic accommodations, please see me and contact the ODS (http://ods.gmu.edu or 703-993-2474). All academic accommodations must be arranged through this office.

RELIGIOUS CONSIDERATIONS: Students who will miss class for religious reasons should inform me of their anticipated absences during the first two weeks of the course. GMU’s official list of recognized holidays are available via http://ulife.gmu.edu/calendar/religious%20-holiday-calendar.

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

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

WRITING GUIDELINES: Unless otherwise specified, all writing assignments should be formatted double-spaced, Times New Roman, 12-point font, and 1-inch margins. To cite and reference professional or academic sources, please use APA style. Specific instructions for in-text citations and referencing are found in the Publication Manual of the American Psychological Association, 6th Edition or at http://owl.english.purdue.edu/owl/resource/560/01. To help manage the citations and seamlessly create reference lists, GMU supports free software called Zotero at https://www.zotero.org. This program offers centralized bibliography management; ability to sync across computers; ability for teams to combine contributions to the references; and word plug-in that allows citation management within MS Word.


YOUR INSTRUCTOR:

Kevin P. Young is a Washington, DC-based corporate executive, management consultant and adjunct professor with a long and successful history in the planning and execution of Marketing, Business Development and Business Management strategy, programs, processes and metrics across multiple industries.

He has served in senior vice president or vice president roles for three FORTUNE 500 companies: LandAmerica Financial Group (now Fidelity National Financial), Science Applications International Corporation (SAIC) and Unisys.

Achievements over 35 years include announcing AS/400 and RISC System/6000 for IBM; international expansion for Unisys; commercial expansion for LandAmerica and SAIC; and launching USA TODAY for Gannett. Honors include IBM's Outstanding Achievement in Marketing Award, IBM's Award of Excellence and (as a site team) the Malcolm Baldridge National Quality Award, presented by the U.S. Department of Commerce.

Mr. Young’s management consultant clients include Amdocs (Israel), Capgemini (France), Computer Sciences Corporation (CSC), Deloitte, ITT (nee Harris), George Mason University’s Volgenau School of Engineering, Leidos (nee SAIC), and Universal Sales Environment (China). Board memberships include Consequence of Sound™, now one of the world’s leading and most recognized music sources.

Mr. Young also serves as Adjunct Professor of Marketing for George Mason University’s School of Business and Volgenau School of Engineering. Graduate,
undergraduate and executive education courses include “Engineering Marketing and Financial Analysis,” “Government Market Master™,” “Marketing Decision Systems,” “Marketing in a Global Economy,” “Marketing of Innovations and Technology Products and Services” and “Principles of Marketing.” He is a Professionally Qualified (PQ) faculty member under the accreditation of the Association to Advance Collegiate Schools of Business (AACSB).

His publishing credits include The Associated Press, New York Daily News, Time-Life Books, USA TODAY and Washington Technology. Speaking engagements include the Chief Marketing Officer (CMO) Summit; Government IT Sales Summit; Government Marketing Best Practices Forum; MarketingSherpa’s Demand Generation Summit; Outsourcing Institute (OI) Vendor Summit; Sourcing Interests Group (SIG) Global Summit; Unisys Users Group Conference; and Association of Strategic Alliance Professionals (ASAP) Summit. He will be teaching a two-day “Master Class” – “Next-Generation Marketing Leaders: Driving Growth And Differentiation In A Customer-Driven And Technology-Enabled Era” – in partnership with CEM Events in Dubai, United Arab Emirates (UAE) on May 23-24, 2016.

Mr. Young’s professional associations include the American Marketing Association (AMA) and its Marketing Protégé Program; Business Marketing Association (BMA) International’s Board of Directors; Corporate Executive Board’s Marketing Leadership Council; and Forrester Research’s Global Market Leaders’ Panel. He also serves as an industry advisor to clients of Blu Venture Investors, Coleman Research Group, Elliott Management, and Riva Ridge Capital Management.

His academic credentials include a Bachelor of Arts (BA) degree from Iona College, Master of Arts (MA) degree from Fordham University; and studies at Columbia University’s Graduate School of Business and University of Richmond’s Robins School of Business.

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**RESEARCH REQUIREMENT (2.5% of grade).**

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](http://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**

January 18th: Students will be able to create usernames/passwords on Experimetrix and sign up for experiments or lectures when posted.

February 1st **MANDATORY:** **All students must be registered on Experimetrix by this date!**

April 29th: Last day to participate in experiments/lectures if available (Please note: There is no guarantee experiments will be available on this date).

May 2nd: 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