Syllabus

Course Title: Marketing Management
Course Number: MBA 623, Section 001, Spring 2017, Module 4
Course Description: Marketing Management develops market-based knowledge and skills for effective marketing decision making, strategy design, implementation, and evaluation in wide variety of institutional and competitive situations. Addresses the importance of companies being market-driven and customer-focused. Emphasis on case studies, team work, and projects.

Class Location: Arlington, Founders Hall, Room 113
Class Meeting Time: Tuesdays, 6:30 p.m. to 10:05 p.m.
Final Exam: Saturday afternoon, June 24, 2017, 1:00 to 4:00.
Instructor: Jeffrey Kulick

Contact information:
I usually return email and phone mail messages the same day I receive them.
University office: Room 128, Enterprise Hall
Telephones (leave a message at any of these numbers):
University: 703-993-2197
Home office: 703-281-2588
Cell: 703-851-6450
Fax: 703-993-1809
E-mail addresses:
University: jkulick@gmu.edu
Office hours: By appointment, in Arlington or Fairfax.

Course Goals and Objectives
Marketing Management is one of the core courses in the MBA program. The program focuses on the MBA Program Goals 2 and 3.

2. Knowledge of Functional Business Disciplines: Identify and represent knowledge of all core functional areas of business and an ability to integrate them into a meaningful firm level perspective.
This course focuses on marketing and its strategic function within the firm. If you will be focusing on marketing in your graduate work or career, you will be prepared to take on marketing management functions based on a comprehensive and strategic framework. If you are not, you will develop a profound understanding of the dynamics of how a firm generates revenue through interaction with the market.

3. **Analytical Decision Making:** Demonstrate the ability to analyze uncertain complex management situations using appropriate tools, techniques and information systems for decision-making.

You will explore in-depth the First Principles of Marketing and their interactions. Execution of marketing plans requires understanding the complex dynamics of a firm and how it interacts with its market, and, how to make strategic and effective choices among the many options available to the firm.

Learning Goals Numbers 1 and 4 are not specifically addressed in the course; the focus is on Numbers 2 and 3. The course, within the MBA program, forms an essential part of the overall program Learning Goals.

Your progress against these goals will be measured through the class project, examinations and class participation.

**Course Materials**

The textbook for the course is *Marketing Strategy: Based on First Principles and Business Analytics*, by Robert Palmatier and Shrihari Sridhar, Palgrave, 2017. You will not be required to purchase additional cases.

To succeed in this course, you must not only read the assigned materials, but you must also analyze them carefully. Come to class prepared to discuss the readings. Think about each reading from both a conceptual and a practical perspective. As you read the materials, ask yourself:

- What are the key points being made?
- How can I critique the arguments being made?
- So what? Why does this matter?
- How does my own firm/industry apply the First Principles?
- What are the implications for my career prospects?

**Course-long Assignment**

A separate, detailed description of the assignment will be distributed during the first class.

In brief, you will conduct an industry analysis using the First Principles, and culminating in a discussion of marketing best practices of the industry leaders. You will prepare three concise
papers reflection how course materials are practiced in an industry of interest to you. The papers will build on earlier work and lead to a detailed understanding of both the industry and marketing.

This is an individual project. There is no scored group project, though you will work in informal groups in class.

The class will discuss some of the cases included in the textbook.

**Grades**

You may earn up to 1,000 points in the class. Your grade will be determined by the total points you earn. Individual assignments are not given letter grades.

Excellent demonstrations of understanding, application, integration and clear understanding will distinguish efforts that receive the highest points in assignments. Concise, insightful responses and comments are preferred over rambling, unfocused responses.

Points may be earned as follows:

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<thead>
<tr>
<th>Points</th>
<th>Letter Grade</th>
<th>Grade Points</th>
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<tbody>
<tr>
<td>930 – 1,000 points</td>
<td>A</td>
<td>4.0</td>
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<tr>
<td>900 – 939 points</td>
<td>A-</td>
<td>3.7</td>
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<tr>
<td>870 – 899 points</td>
<td>B+</td>
<td>3.3</td>
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<tr>
<td>830 – 869 points</td>
<td>B</td>
<td>3.0</td>
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<tr>
<td>800 – 829 points</td>
<td>B-</td>
<td>2.7</td>
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<tr>
<td>770 – 799 points</td>
<td>C+</td>
<td>2.3</td>
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<tr>
<td>700 – 769 points</td>
<td>C</td>
<td>2.0</td>
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<tr>
<td>Below 700 points</td>
<td>F</td>
<td>0.0</td>
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Your final grade for the course will depend on the total number of points you earn:

Students are reminded that the MBA program has specific expectations of students in terms of grades.
Examinations and examination policies
In class exams will be closed-book with no notes, and they will consist of short answer or essay questions. Specific instructions will be provided with the take-home exam.

The exams will cover the textbook materials, supplemental materials from the class and all in-class presentations.

Students are expected to adhere to the highest standards of academic integrity in testing and in all assignments. Any form of cheating during the exam will result in filing an accusation with the Office of Academic Integrity. We will discuss the Faculty recommended sanction for Honor Code violations in class and a copy will be posted on the course Blackboard site.

Consistent with University policy, only provable, i.e., documented, absences due to personal illness or family emergencies constitute acceptable absences for missing exams. If an examination is missed, you must make up the exam within one week. Unless you have made prior arrangements, a missed exam will result in a penalty of 10 percent of the total for the examination.

Specific responsibilities
To meet the course objectives, you will use reading, assignments, project, discussion and research. Attendance is expected. Much of the material will be developed in class and in discussion. If there are emergencies or unavoidable absences, you should contact me prior to the class. You must arrange to get handouts and assignments from fellow students or Blackboard.

Detailed class and reading assignments will be made during the course. Cases and exercises for each chapter and class will be identified prior to the class. Assignments will be posted on Blackboard.

Class participation
All students are expected to be prepared for discussions and to participate in them; this class will be greatly enhanced when students actively participate. Discussion and dialogue are essential to develop communication skills and explore topics in depth.

You will be evaluated on participation including both speaking and listening, demonstrating the ability to evaluate others’ comments constructively, demonstrating familiarity with assigned readings and working effectively in class.

To earn the full points, you should:

- Volunteer examples, insights and responses in class.
- Demonstrate having read assignments, thought about the questions and analyzed materials.
• Build on the comments of others — disagreeing where appropriate but also supporting the comments and integrating viewpoints.
• Share expertise and experiences relevant to the discussion.
• Comment on the substance and topic of the classes demonstrating integration of the materials.

Not everyone likes speaking up in a class situation. If, however, a 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. You cannot participate if you do not attend class. You do not have to wait for the instructor to ask a question.

Written materials
All work is due at the date or the date and time specified. Late work will not be accepted unless specific, prior arrangements have been made with the instructor. If accepted, late work will receive a lower grade. All work must be completed by the final examination.

Documents should be formatted as follows:
Single-spacing, Times New Roman or Garamond font, 12-point font, with one-inch margins. Pages after the first page must have a header showing the course title, assignment title and page number.

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, Mason supports free software called Zotero at https://www.zotero.org/.

Do not use binders or portfolios. All deliverables should also be submitted electronically. Please use e-mail.

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 School of Business 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.

The School of Business 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 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.

**George Mason University Honor Code**

Students are reminded of their responsibilities under the George Mason University Honor Code. GMU is an Honor Code University. Please see the University Catalog for a full description of the code and the honor committee process. It is understood that the students will uphold the highest standards of academic work and keep their efforts free of the four areas the Honor Code addresses specifically—cheating and attempted cheating, plagiarism, lying and stealing.

The principle of academic integrity is taken very seriously and violations are treated gravely. What does academic integrity mean in this course? Essentially this: when you are responsible for a task, you will perform that task. When you rely on someone else's work in an aspect of the performance of that task, you will give full credit in the proper, accepted form. Another aspect of academic integrity is the free play of ideas. Vigorous discussion and debate are encouraged in this course, with the firm expectation that all aspects of the class will be conducted with civility and respect for differing ideas, perspectives, and traditions. When in doubt (of any kind) please ask for guidance and clarification.

In this course, students are 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.

I take the Honor Code seriously. I will be glad to discuss any of the Honor Code definitions or implications. The responsibility of each student as well as the faculty to ensure the Honor Code is upheld.

The School of Business Faculty has created guidelines on penalties. These apply to all courses, all students and all faculty. I will discuss these in class, though I hope I will not have to use them, and they will be posted on the course Blackboard site.
Student resources
You will use the GMU library resources for research. We will discuss some available databases in class, but you are expected to know how to use electronic database resources. If you are having problems finding the information you need, you should use the available research guides/tutorials or contact Jo Ann J. Henson, MLIS Business and Economics Liaison Librarian Fenwick Library Fairfax Campus: http://infoguides.gmu.edu/business

If you are a student with a disability and you need academic accommodations, please see me and contact The Offices of Disability Services (ODS) at 703-993-2474. All academic accommodations must be arranged through the ODS. Please take care of this during the first two weeks of the semester. More information about ODS is available at http://www.gmu.edu/student/drc

If business writing is unfamiliar or if it is not one of your strengths, you are encouraged to seek the support of the Writing Center.

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

Counseling Center: George Mason University 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 http://www.gmu.edu/departments/csd.

There are a number of additional resources available to you on the School of Business website.

In addition, University Life has many resources available to students. You should explore these offering and take advantage of every one of these you can.

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

An emergency poster exists in each classroom explaining what to do in the event of crises and that further information about emergency procedures exists on http://www.gmu.edu/service/cert
Matrix of topics, reading assignments and case activities

All classes meet in Arlington, Founders Hall, Room 113 from 6:30—10:05 P.M. Readings are from *Marketing Strategy: Based on First Principles and Data Analytics*.

<table>
<thead>
<tr>
<th>Week</th>
<th>Key topics</th>
<th>Assigned reading</th>
<th>Activity/assignment</th>
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<tbody>
<tr>
<td></td>
<td>Introduction to course; Four Principles; marketing strategy; logic of using Four Principles approach to marketing strategy; input/output frameworks; marketing analytics</td>
<td>Chapter 01: Marketing Strategy: A First Principles Approach</td>
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<td>Week 01</td>
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<td>April 18</td>
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<td>Part 01: All Customer Differ</td>
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<td>Week 02</td>
<td>Sources of customer heterogeneity; managing customer heterogeneity; STP; customer centric approach; SWOT; input/outputs; process</td>
<td>Chapter 02: Marketing Principle #1: All Customers Differ→Managing Customer Heterogeneity</td>
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<td>April 25</td>
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<td>Part 02: All Customers Change</td>
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<td>Week 03</td>
<td>Sources of customer dynamics; approaches to managing customer dynamics; lifecycles; dynamic segmentation; lost customer analysis; GLV; input/outputs; process; AER</td>
<td>Chapter 03: Marketing Principle #2: All Customers Change→Managing Customer Dynamics</td>
<td>Assignment Deliverable #1 due Friday, May 5th: Industry Overview focusing on customers</td>
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<td>May 02</td>
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<td>Part 03 All Competitors React</td>
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<td>Week 04</td>
<td>Reactions; SCA; sources of SCA; evolution of SCA in marketing; customer equity; BOR equity stack; input/outputs; process</td>
<td>Chapter 04: Marketing Principle #3: All Competitors React→Managing Sustainable Competitive Advantage</td>
<td>Take-home Exam assigned (due Sunday, May 14)</td>
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<td>May 09</td>
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<td>Week 05</td>
<td>Brand basics; brands as SCA; loyalty; brand positioning; brand architecture; brand extensions; building brand equity; IMC; research approaches</td>
<td>Chapter 05: Marketing Principle #3: All Competitors React→Managing Brand-based Sustainable Competitive Advantage</td>
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<td>May 16</td>
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<td>Week 06</td>
<td>May 23</td>
<td>Offering and innovation basics; offerings and innovation as SCA; developing innovative offerings; disruption; launching and diffusing innovative offerings; building offering equity; research</td>
<td>Chapter 06: Marketing Principle #3: All Competitors React ➔ Managing Offering-based Sustainable Competitive Advantage</td>
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<td>Week 07</td>
<td>May 30</td>
<td>Relationship marketing basics; relationships as SCA; relationship marketing theory; building and maintaining relationships; targeting and adapting relationship marketing strategies; building relationship equity; measuring relationship equity</td>
<td>Chapter 07: Marketing Principle #3: All Competitors React ➔ Managing Relationship-based Sustainable Competitive Advantage</td>
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<td>Part 04: All Resources Are Limited</td>
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<td>Deliverable 2 due Friday, June 2nd. Description of the competitors and competition</td>
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<td>Week 08</td>
<td>June 06</td>
<td>Sources of resource trade-offs; a fundamental assumption of marketing strategy; evolution of approaches for managing resource trade-offs; anchoring and adjusting heuristics approach; attribution approach; framework for managing resource trade-offs; input/outputs; process</td>
<td>Chapter 08: Marketing Principle #4: All Resources Are Limited ➔ Managing Resource Trade-offs</td>
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<td>Conclusion</td>
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<td>Week 09</td>
<td>June 13</td>
<td>Trends increasing importance of First Principles approach; overview of the four Marketing Principles, problems and solutions; synergistic integration; building marketing analytics capabilities; execution</td>
<td>Chapter 09: Marketing Strategy: Implementing Marketing Principles and Data Analytics</td>
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<tr>
<td>Week 10</td>
<td>June 20</td>
<td>Wrap up and Special Topics</td>
<td>Deliverable #3: Best Marketing Practices in Industry</td>
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Final Exam is Saturday afternoon, June 24th, 1:00-4:00.