GENERAL INFORMATION:
Instructor: Dr. Chris Joiner
Office: ENT 132
Phone: 703-993-4235
e-mail: cjoiner@gmu.edu
Office Hours: By appointment

Prerequisites: Completion of M.B.A. core requirements or permission of instructor.

Text & Cases:
2. The course cases are available in an electronic “course pack” that you purchase directly from Harvard Publishing. The casebook is available online at https://hbsp.harvard.edu/import/673023 and you will need to register on the site prior to purchasing the course pack. Note: we will be using this on our second week of classes.

Class website: http://mymason.gmu.edu

The course Blackboard site will be used for a variety of purposes this semester – e.g., online class discussions, accessing notes and lecture material, distributing class material and course-related announcements.

Course Description: MBA 724 examines all forms of communication and all sources of brand or company contacts as potential message channels in building a relationship with the intended audience (e.g., potential customers). The course focuses on an integrated planning process for all communication elements, including consumer and trade advertising, public relations, direct and database marketing, sales promotions, personal selling, and new media to achieve synergy in communicating with various audiences. During the semester, we will consider communication channels, messages and audiences as they relate to an organization’s strategic marketing plan.

Course Overview:
This course will be taught with a graduate-level focus, which is to say that with a few exceptions, I will try to streamline the amount of straight lecture presentation. When you come to class you will be expected to have read the assigned material (including cases) and to have thought about it. The class will be conducted as a series of questions and answers, discussions, examples, etc. organized around the topics in the textbook and the selected cases. Additionally,
each student will have a case for which they are responsible and which will include a written analysis as well as class discussion leadership responsibilities.

Note that a significant part of your grade will be based on class participation. That means you need to read the materials (especially cases!), come to class and have something relevant to say. I am interested in a wide variety of points of view, but would like to keep the discussions relatively focused - No points just for talking a lot.

**Final grades for the course will be based on the following**

- Term Paper Proposal 50
- Final Term Paper 300
- Case analysis 150
- Class Participation 200
- Midterm Exam 200

**TOTAL:** 900

Grading in this course is consistent with the graduate academic policies at GMU: grades will be assigned according to the following general ranges (pluses and minuses will be used):
- A (810-900); B (720-809); C (630-719); D (540-629); F (Below 540)

**Assignments:**

- **Midterm Exam**
The midterm (Week of 11/18, take home) will consist of a series of essay questions. You will have three required questions and a choice (between 2 options) for the fourth. The midterm will cover the cases, articles, and class and text material up until the midterm. You need to know the cases pretty well - I won't ask very specific detailed questions about them but will ask you to address a more general topic - e.g., “marketing communication objective setting” in the context of one of the cases. 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. Additional details will be provided

- **Final project – IMC Audit Term Paper**
This project can be done individually or with up to two additional people. You will be required to complete an *IMC audit* term paper (maximum length: 15 pages, page limit does not include appendices, exhibits), **due Thursday, December 12, 12:00 (noon)**). Students will suggest a topic for their term paper in a 2-4 page proposal to the instructor (**due in class 11/4**). It will be reviewed and if necessary I will provide feedback on issues/problems and/or make suggestions. This is a research-based project at its foundation. The paper itself should be a thorough, comprehensive, treatment of the topic, complete with in-text citations and a bibliography. The topic is an applied research analysis of a *recent* (within the last five years) marketing communications campaign from a firm that has specifically integrated two or more of its communication tools. The focal company can be a well-known national firm, the company you work for/used to work for, or a company you are familiar with/have access to through some other means. The analysis must include, but is not limited to:
- (a) the overall strategic purpose the company had for the campaign (i.e., the big picture/context)
(b) the specific goals/objectives of the campaign (i.e., the specifics)
(c) a discussion of how this specific campaign fits with the current positioning of the company/brand (e.g., in terms of image, message, theme, consistency, etc.). This is clearly related to (b) and should focus on the *fit* of the campaign.
(d) a description of the specific marketing communication tools used and the function of each (what role do they each play in the overall IMC campaign?)
(e) a discussion of how well the various communication tools were integrated (consistent, in an IMC sense). Include an analysis/description of the criteria you used to make this assessment (e.g., themes, messages, images, approach, etc.)
(f) an overall assessment of whether the campaign as a whole was successful (including a discussion of the criteria used here as well; i.e., how are you analyzing success?)

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](http://infoguides.gmu.edu/business)

*Case analysis*
Case analyses are useful in presenting actual IMC issues faced by marketers in the “real world.” The importance of this type of applied experience is vital in developing a fuller understanding of the development, implementation, and modification of IMC, as “textbook content” does not necessarily completely describe these activities. Therefore a large part of this course will focus on cases. Cases have been selected based on their fit with the relevant topic areas we will cover and marketing communications in general.

Appropriate, graduate-level, preparation is required for all cases this semester. Additionally, each person will be responsible for completing ONE formal case assignment (case write-up & class leadership) during the semester. Sign-ups for cases will take place on October 21st (our second class).

For the case you sign up for:
• You should be prepared to assist the instructor in leading the discussion of the case in class.
• You will need to complete a written analysis for your chosen case. This should not exceed twelve (12) pages (double-spaced, 12-point font) of text, plus up to two (2) pages of appendices.

– **External research is not expected! At a minimum, the case reports must include:**
a) a *very brief* summary of the key facts in the case; b) a “situation/background” analysis – this section should include a highlighting of information and analyses you feel are relevant and should be closely linked to (c); c) description and discussion of the key questions, problems, decisions – this should include why these are the *key issues*; d) identification of relevant options/alternative solutions supported by any relevant analysis and rationalizations – these can include ones presented in the case but do not have to; e) discussion of chosen alternative and explanation/defense/reasoning in support of choice; f) any relevant implementation and action considerations facing the firm.

The report should consider the discussion/guide questions I provide for the case, but these questions do not have to be directly answered in the paper are **not meant** to limit the extent of your analysis and report.
Class Participation
This is a graduate-level class and therefore it should be your priority to attend and participate in each class session. Case preparation in particular is critical and required – simply reading the case one time is not sufficient. Both quality and quantity of contributions will be considered when assigning grades. Contributions may be made in class and on the discussion forum on Blackboard. You will be evaluated on participation including both speaking and listening, demonstrating the ability to evaluate others’ comments constructively, demonstrating familiarity with assigned readings.

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 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.

Other Important Course Policies & Expectations

➢ Deadlines: All deadlines are final. Assignments are due by class time on the due date. Assignments handed in after the deadline (anytime after the class meeting time) will be considered late and will be subject to a 20% per day penalty. This penalty may be waived at the instructor’s discretion if warranted by special circumstances, and if arrangements are made in advance of the due date.

➢ Documents should be formatted as follows: Double-spacing, Times New Roman or Cambria font, 12-point font, with one-inch margins.

➢ You are strongly encouraged to share your course and industry knowledge and expertise during class discussions.

➢ You are expected to attend class regularly, with the understanding that occasionally an absence will be unavoidable. If you miss class, you are responsible for finding out what you missed and catching up.

➢ I will be happy to discuss the course, your progress, or any other issue of concern or interest on an individual basis by appointment. Please feel free to e-mail me for any clarification that you might need during the semester on any administrative or substantive issue. I will try my best to respond within a day.

George Mason University Honor Code & Academic Integrity:
The GMU Honor Code (Link) applies to all activities and assignments in this course. Students will refrain from cheating, lying, plagiarizing, and stealing. All students are expected to complete their own original work, except in cases where the teacher instructs students to work in groups, and to give credit to any other person or source whose ideas and printed materials (including those on the Internet or websites) are used, paraphrased or directly quoted. 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 (School of Business Honor Code Sanctions posted on Blackboard). **Projects used for credit in other classes may NOT be used for credit in this class.**

- In all papers submitted in this course, if you reference the work of others either through verbatim quotes or by substantial paraphrasing, you must clearly identify the source of the information in a footnote or endnote, and also identify the information obtained from that source. The specific format of citations and bibliographies is your choice, as long as the reader can determine the specific source of a quotation, statistic, or fact referenced in the paper. (One exception: you do not need to provide citations for statistics or facts obtained from the case study about which you are writing).

**Special Accommodations:** If you have 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 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](http://www.gmu.edu/student/drc).
** IMPORTANT: This syllabus and schedule are subject to change. Changes will be announced in class and/or on Blackboard and students are responsible for these changes. **

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<thead>
<tr>
<th>Date</th>
<th>Reading/Topic</th>
<th>Assignments</th>
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<tbody>
<tr>
<td>10/21</td>
<td>Introduction to course. Review of marketing principles. What is IMC and IBP? What part does communication play in marketing?</td>
<td>“The New Pitch” article (posted on Blackboard) Chapters 1 and 2</td>
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<td>Online</td>
<td>Social, regulatory and ethical issues.</td>
<td>Chapter 4</td>
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<td>10/28</td>
<td>Consumer behavior, persuasion and STP in IMC Personal Selling</td>
<td>Chapters 5 and 6, 17 (371-374) Case: Magellan Boatworks</td>
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<td>11/4</td>
<td>The Planning Process</td>
<td>Chapter 8</td>
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<td>Case: Old Spice: Repeating Success in the Face of Competitive Threat</td>
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<td>Term paper proposal due</td>
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<td>11/11</td>
<td>International Marketing Communications</td>
<td>Chapter 8 and New Yorker article Case: Harmonie Water</td>
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<td>Online</td>
<td>The message: Strategy &amp; Creativity</td>
<td>Chapter 9, 10 &amp; 11</td>
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<td><strong>Midterm Exam</strong></td>
<td>Take Home (details to be provided)</td>
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<td>11/18</td>
<td>Media strategy and planning</td>
<td>Chapter 12</td>
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<td><strong>Guest Speaker: John Hart</strong></td>
<td>Case: Reinventing Officer’s Choice Whisky</td>
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<td>11/25</td>
<td>Media: print, television, radio, and digital/interactive media</td>
<td>Chapters 13 and 14</td>
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<td>Case: The Ford Fiesta</td>
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<td>12/2</td>
<td>Sales promotions &amp; support media; Sponsorship &amp; branded entertainment</td>
<td>Chapters 15 and 16</td>
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<td>Case: Racing Santander &amp; F1</td>
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<td>12/9</td>
<td>PR and corporate communications</td>
<td>Chapter 18</td>
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<td>Case: Bosch in India</td>
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***Final report due: Thursday, December 12, 12:00 (noon)***