Marketing Management 623.001 Syllabus
Shaun Dakin

Monday: 7:20 – 10:10 PM UH 1200

Mr. Shaun Dakin, MBA – Thunderbird School of Global Management
LinkedIn profile: https://www.linkedin.com/in/shaundakin

Office: I do not have an office. If you would like to meet with me before class we can arrange to meet in UH. Please email me to do so.

Phone: (703) 829-0854 (mobile) > Call between 9 AM and 5 PM

E-mail: sdakin@gmu.edu (official); shaun@DakinAssociates.com (personal) NOTE: When sending me an email please send it to both email addresses at the same time. CC my personal email.

Website: We will use Blackboard for this class. If you are properly registered for the class you should see an entry for this course.

Twitter: I’ve also set up a Twitter Account for this class. It is required, I recommend that you sign up for Twitter and “follow” this Twitter Account @DakinMarketing ➔ https://twitter.com/DakinMarketing
Our hashtag will be #GMU623

Office Hours: Appointments only before class.

Course Materials

- **Text: What is Marketing?** By Alvin J. Silk (Optional)
- **Course case and note packet:** available for purchase from Harvard Business School Press at https://cb.hbsp.harvard.edu/cbmp/access/20178599
- **Course Lecture Materials:** Available for download from the course website.

Course Website: Blackboard
Class Schedule and Syllabus

Note: I reserve the right to adjust the syllabus content when necessary.

The class schedule and syllabus will be located at this link:

- http://tinyurl.com/dakin623

Ongoing Feedback Survey

If you need to let me know anything anonymously use this link to let me know how the class is going. I don’t want to wait until AFTER the semester is over to find out I could have changed something to make the class better for you.

- http://gmusom.qualtrics.com/SE/?SID=SV_8cQr9UNkDtR2vWJ

The Essence Of Marketing

Marketing professionals are charged with the responsibility to attract, retain and grow relationships with customers, suppliers and enterprise facilitators, consistent with organization-wide objectives. Marketing success is rooted in understanding and assuring customer satisfaction by creating and delivering value to selected target clients. Marketing practitioners translate consumers’ needs and preferences into products and services that add value to organizations’ offerings. Value creation is both easier and more challenging in a “Web 2.0” world. As consumers take center stage using new and interactive media, their preferences become easier to track while expressing their concerns and seeking alternatives never have been easier. Organizations face higher standards of performance and greater competition for delivering value when competition is a mouse click, IM, TMG or GPS voice away. As consumers actively search for alternatives, express their experiences through vibrant social networks, and dispense and gather information and images through easy to access worldwide and mobile media, the imperative for organizations to respond effectively to consumers and competition never has been greater. Consumer controlled media also challenge organizations’ abilities to define the meaning of their brands in a marketplace of information clutter, contest the relevance of traditional one-way channels in reaching target markets, and remind decision makers of the changing character of the information architecture that supports their brands. The bottom line for marketing is to understand why consumers make their choices, why they reject alternatives, how they use the offerings they pick, and how their selections are evaluated. Based on that knowledge, marketing practitioners develop strategies that create and add value for users, establish clear meaning for brands, distinguish themselves from competition, and assure consumer satisfaction. The challenges of a client-centric focus are met using tools that include customer analysis, market knowledge, analysis of competition, marketing research, market segmentation and competitive positioning. Effective use of these tools results in developing market offerings that reflect customer-defined quality as well as pricing, distribution and promotion decisions that build customer satisfaction. In a computer-mediated, networked economy, marketing success is constantly being redefined. Marketing success today is based on the breadth and depth of interactive product and communications architecture that competes in a mobile, global, multicultural, multilingual and multimedia electronic supermarket.
MBA Program Learning Goals:

1. **Teaming & Leading**: Our graduates will demonstrate the team leadership and interpersonal skills needed to form, lead, and work effectively on diverse organizational teams.
2. **Analytical Decision Making**: Our students will demonstrate the ability to analyze uncertain complex management situations using appropriate tools, techniques and information systems for decision-making.
3. **Knowledge of Functional Business Disciplines**: Our graduates will demonstrate the ability to integrate knowledge from all functional areas of business into a meaningful firm-level perspective.
4. **Global Understanding**: Our graduates will demonstrate a perspective on how businesses operate in the global environment.
5. **Communication Skills**: Our graduates will demonstrate written, oral and presentations skills necessary to explain problems and solutions effectively and persuasively.
6. **Ethics and Social Responsibility**: Our graduates will have a sense of professional and social responsibility in the conduct of managerial affairs.

**Course Objectives**

**Catalog description**

Develops market-based knowledge and skills for effective marketing decision-making, strategy design, implementation, and evaluation in a wide variety of institutional and competitive situations. Addresses the importance of companies being market-driven and customer-focused. Emphasis on case studies, teamwork, and projects.

**Course topics**

Core marketing management issues, including segmentation, targeting, positioning, and the four P’s. Market analysis techniques, including situation, market size, market share, buyer behavior, and customer lifetime value analysis. New challenges and opportunities in marketing management, such as those conferred by social media, design thinking, co-creation, and open innovation.

**Course Framework**

- **Assessing** the Marketplace
- **Understanding** the Marketplace
- **Targeting** the Marketplace
- **Value Creation**
- **Value Capture**
- **Value Delivery**
- **Value Communication**

**Skill Development Objectives**

Upon the successful completion of this course, students will be able to:
1. Identify, collect, and evaluate data that can be utilized to address marketing management problems.
2. Apply conceptual and analytical models to solve marketing management problems.
3. Effectively communicate and defend, in written and oral form, recommendations intended to address marketing management problems.
4. Critically evaluate and discuss others’ recommendations for addressing marketing management problems.

Expectations

Students can expect that I will:

1. Arrive to class on time;
2. Be prepared to teach and lead classroom discussions;
3. Be fair and impartial;
4. Do my best to enhance their learning experience;
5. Act in a professional manner;
6. Respect their comments and opinions;
7. Address their questions and concerns;
8. Be willing to provide assistance outside of the classroom;
9. Begin and adjourn class at the scheduled times;
10. Return graded assignments/exams promptly;
11. Tell jokes that are funny.

I expect that students will:

1. Avoid the urge to engage in any form of electronic communication (including web surfing) while in class;
2. Attend all lectures and arrive to class on time;
3. Be prepared to discuss all assigned cases and readings;
4. Actively participate in classroom discussions;
5. Respect and be courteous to their peers and myself;
6. Turn in completed assignments on time;
7. Perform to the fullest of their abilities;
8. Adhere to George Mason University policies on academic honesty;
9. Actively participate in-group activities;
10. Ask a question when something is unclear;
11. Make me laugh.

SOM STANDARDS OF BEHAVIOR:
The mission of the School of Management 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 SOM community. In doing so, they agree to abide by the following standards of behavior:

a. **Respect** for the rights, differences, and dignity of others  
b. **Honesty and integrity** in dealing with all members of the community  
c. **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.

**Course activities and daily processes**

Read assigned reading and complete Case activities prior to attending class. For the mid-term, **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 1 mid term exam.

> 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 makeup**

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. 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.
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.

Please read:

http://oai.gmu.edu/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.

Students are expected to follow the honor code as presented in the University's publications. Infractions or appeals may be referred to the Honor Council for resolution.

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. To plagiarize. To fail to report a suspected violation when a student has reasonable cause to believe that an Honor Code violation has occurred.

Students will uphold the highest standards of academic work and keep their efforts free of the four areas the Honor Code addresses specifically - Student members of the George Mason University community pledge not to cheat, plagiarize, steal, or lie in matters related to academic work.

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?

Late Work

Will not be accepted.

Attendance

You will not be able to get an A or B in this course without attending class regularly. Much of the material on the course exam will come from class lectures and discussions. You can only do well on the exam by attending class regularly.

Teams
One of the major assignments – the Marketing Plan -- will be conducted through team efforts. These assignments include in-class assignments and a marketing plan presentation. Teamwork 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.

**Grading Points**

The final grade in this class will be based on the following items totaling 1,000 points:

<table>
<thead>
<tr>
<th>Grading</th>
<th>1000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Midterm</td>
<td>150</td>
</tr>
<tr>
<td>Marketing Plan (Team) Paper</td>
<td>100</td>
</tr>
<tr>
<td>Marketing Plan (Team)</td>
<td>100</td>
</tr>
<tr>
<td>Presentation</td>
<td>200</td>
</tr>
<tr>
<td>Cases</td>
<td>400</td>
</tr>
<tr>
<td>Write ups</td>
<td>400</td>
</tr>
<tr>
<td>Class Contribution</td>
<td>150</td>
</tr>
<tr>
<td>Extra Credit</td>
<td>TBD</td>
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</tbody>
</table>

**Grading scale:**

- 960+ A +
- 940 - 950 A
- 900 - 930 A -
- 870 - 890 B +
- 830 - 860 B
- 800 – 820 B –
- 770 – 790 C +
- 700 – 760 C
- 600 – 690 D
- < 600 F

**Target Grade Point Average**

The typical class grade point average for core MBA courses is 3.0-3.5. The typical GPA for elective courses is 3.5.

**MARKETING PLAN**

**TEAM PROJECT / MARKETING PLAN (WRITTEN REPORT / CLASSROOM PRESENTATION):**

Your team will research, develop, validate and deliver a Marketing Plan / Written Report; your team will also research, develop, validate, deliver and give a Marketing Plan / Classroom Presentation.
Components will include an Executive Summary; Business Mission; Objectives; Situation (SWOT) Analysis: Internal Strengths and Weaknesses; External Opportunities and Threats; Marketing Strategy: Target Market Strategy; Marketing Mix (Product, Place / Distribution, Promotion and Price); Implementation, Evaluation and Control; and Strategic Alternatives. We will devote a significant portion of class work discussing the requirements of these assignments – including selection of a specific Company’s product(s) or service(s) – and will use as a guide the “Marketing Plan Template.” The latter will comprised of a 15-minute PowerPoint presentation and five minutes of questions from the class and instructor. Each student will stand in front of the class and speak. Please note there will be team requirements to meet and work on these deliverables outside of the allocated class time. (Further information to be addressed during classes.)

The following are examples of marketing plans of the type I hope you will be inspired to tackle. Other topics will be considered but they must receive be approved and no duplicate marketing plan topics are allowed.

- Bitcoin
- Reputation.com
- Arlington Bikeshare
- Smashburger
- Fiskar Karma
- jive.com
- inking
- 100 Montaditos
- Rolling Stone
- Advent Funeral
- REI Outfitters
- Jersey Mike’s SUBS
- Bobby’s Burger Palace
- Vehix.com
- RAV-Tesla
- Amazon Kindle
- HSBC
- Skype
- Zynga
- Yandex
- Galaxy Tab
- Angies List
- Gulfstream G450
- Craigslist
- laptocopsoftware
- flickr
- Crown Verity
- Ally Bank
- Price Waterhouse
- Accenture
- Booze Allen Hamilton
- WalMart Videos
- ProPublica
- Baker Tilly
- Poetry Foundation.org
- LG 4K TV
- Fark.com
- Care.com
- Guardian Whole House Generators
- Diebold
- Ballot Box
- Colvin Run Mill
- Burke & Herbert Bank
- Intuitive Surgical
- Grand Theft Auto IV
- Nibon Uni
- Ayala Herbal Water
- DrinkMore
- Spirit Airlines
- Aptera
- Nau
- Kona Blue Water Farms
- Polk I.Sonic
- Gladiator Garage Systems
- Choose to Save
- AmeriDebt Credit
- US Foodservice
- Martha Stewart Omni
- Roller Derby
- FCEDA
- ETFs
- tirerack.com
- Tire Van
- WakeUpWalMart.com
- Cityyear
- Hylton Arts Center
- US Postal Service
- GMU Aquatics Facility
- Town & Country Vet Hosp
- Herman Miller Office Furniture
- Black & White
- Nesspresso
- Pandora
- Disney Institute
- Good Returns
- Land Rover
- myedgepro.com
- Dermaroller
- eneloop electric bike
- Bonefish Grill
- Zipps
- Artie's Restaurant
- Helio
- JW Marriott Time Square
- Eclipse Aviation
- You Walk Away
- Linkedin
- Mailbox Store

Course Project Notes
As part of the course, students will be required to develop a marketing plan for an organization, start up, existing business, or non-profit.

The project will be completed in groups of no less than four but no more than five students. Peer evaluations will be utilized to assess each student’s course project grade. Please do not underestimate the amount of effort that it will take for you to successfully complete this project, especially because late assignments will not be accepted and will result in a grade of zero. Details, requirements, and grading procedures about the course project are discussed in the project handout.

**Getting Instructor Feedback on the Group Project**

The course project is to be completed without the help of any outside parties. Please do not ask the instructor to evaluate any of your project assignments before turning them in (i.e. do not try to hedge your risk by asking me to pre-grade your project assignments; e.g. does this look ok?). The instructor will gladly provide feedback (via email or in-person) when groups have very specific questions about an assignment or need clarification on a very specific issue (e.g. is this a good way to approximate X?). However, students are expected to “think things through” on their own—little is gained (from a learning perspective) if the instructor ends up grading his own work. Excessive reliance on instructor feedback will result in a grade deduction on the assignment in question.

**Lecture Notes**

I will post PowerPoint slides from the lecture on BlackBoard before the lecture.

**Case Preparations and Write-Ups**

Adequate case preparation is critical for the fruitful in-class discussion of assigned cases. Prior to each case discussion session, students are expected to individually: (1) read, analyze, and digest the case, and (2) complete a case write-up. Case write-ups (see BlackBoard for template) must be typewritten, professionally formatted, and limited to a maximum of three pages (single-spaced). Students MUST include a case grade sheet (available via Blackboard) as the first page of every write-up and turn in a hard copy of the write-up at the beginning of the case discussion period.

Each case write-up must address the following questions (and should be organized around sections that address each of these questions):

1. **Problem Statement:** What is the marketing management problem or opportunity the case protagonist faces?

2. **Available Alternatives:** What alternative courses of action can the protagonist pursue to address the case problem?

3. **Alternative Evaluation (Pro/Con):** How attractive are each of the alternative courses of action? An answer to this question will require students to:
a. Engage in some form of quantitative analysis;  
b. Conduct a sensitivity analysis to determine how the results of their quantitative analysis change if different assumptions are made;  
c. Apply conceptual models discussed in class.

4. Recommendation: Which alternative course of action should the case protagonist pursue and why?

IMPORTANT: Failure to turn in a case write-up at the start of the case discussion period will result in a grade of zero for the assignment. Case write-ups must be turned in during class and will not be accepted electronically; no exceptions. Make-up opportunities are not provided for case analysis write-ups that are not turned in during class (again, no exceptions). However, the instructor will drop students’ lowest score on the case write-ups; consequently, failure to complete and turn in one of the case assignments will not have a detrimental effect on students’ grades (beyond the first case write-up not turned in, failure to turn in any of the case write-ups will result in an automatic 5% deduction to the course grade).

Class participation

Class participation points are based on active participation in class discussion. Attending class regularly will not produce participation points. You cannot earn all of your participation points by speaking a lot in a few classes. **Full participation points require that you ask thoughtful questions and participating in case discussions throughout the semester.**

*Some forms of behavior, i.e. sleeping in class, reading a newspaper or magazine, socializing on social networks, playing with your Smart Phone or leaving at the break may result in negative class participation points.*

I know that everyone has a life and that you have to make choices about your time. But we have a lot of material to cover and class time is precious. If you are unable to attend class or choose not to come, you do not need to notify me. I don’t give excused absences. **It is much easier to deal with special situations before they occur than afterwards.** Please come to me during the first two weeks of class to discuss any problems you have regarding sports teams, religious holidays or school related activities.

If you miss a class, please don’t stop me before or after the next class and ask, “Did I miss anything?” Yes, you missed a class worth of material and you should see one of your teammates to get copies of his or her notes.

If you miss more than one quiz or team activity or are unable to take one of the mid-term exams and wish to request a make-up test, you must bring me documentation supporting your illness, jury duty or special situations. Notes from mothers and bosses are not acceptable. If you are sick and feel you cannot attend a class but do not have a regular doctor, consider visiting the GMU Student Health Service (Student Union Building I) and seeing one of the nurse practitioners for a medical excuse.

Other policies
There are notes posted on the class website regarding team and class policies. From time to time I may post additional notes on the website. *All of these items are to be considered a part of this syllabus.*

**Extra credit**

From time to time I may also give small additional extra credit opportunities. These will be announced in class and will not be listed on the website.

**Classes start and end on time**

Out of courtesy to your peers, students are expected to be in class on time and to remain for the entire class period. Multiple late arrivals are not acceptable.

*Arriving late or leaving early will negatively affect your grade.*

**Keep copies**

Please keep an electronic copy of anything you submit for this class. Several hundred papers cross my desk each semester and once or twice I have misplaced one. Please have a back-up available should that occur.

**Announcements and schedule changes**

Because life happens (guest speakers cancel, classes are cancelled because of bad weather, I get sick, etc.) it may sometimes be necessary to make changes in the course calendar. These changes will be posted on the class website. Please check the class website at least once a week.

**Religious holidays, sports, forensics and school related activities**

If you expect to be absent during the semester for any of these reasons, please notify me during the first two weeks of the semester. Note that the University distinguishes between holidays which various religions classify as non-work days and those that permit work on the holiday.

**Alerts**

Please sign up for the Mason Alert system to provide emergency information of various sorts at [https://alert.gmu.edu](https://alert.gmu.edu)

**Emergency**

An emergency poster exists in each classroom explaining what to do in the event of crises.

**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.