MBA 623: Marketing Management
SYLLABUS
Module 3 (Spring 2014)

COURSE DESCRIPTION:
Marketing Management develops market-based knowledge and skills for effective decision making, strategy design, implementation, and evaluation in a wide variety of institutional and competitive situations. The course addresses the importance of companies being market-driven and customer-focused.

PREREQUISITES: Admission to the MBA program.

COURSE OBJECTIVES:
To provide you with the understanding necessary to develop and implement marketing strategies that profitably satisfy customers’ needs.

Upon the successful completion of this course, you will:
• Understand theoretical frameworks that inform successful marketing strategies and tactical marketing programs.
• Gain an appreciation for the dynamic interplay between marketing program elements.
• Be familiar with data-driven analyses and tools used to support marketing decision-making.
• Comprehend how marketing contributes to firm performance and influences/is influenced by other business functions.

COURSE SECTION: Section 001
MEETING TIME: Wednesday, 6:30 – 10:05pm
LOCATION: Arlington: Founders Hall, Room 113

COURSE INSTRUCTOR: Dr. Jessica Hoppner

OFFICE: Fairfax Campus: Enterprise Hall, Room 130
OFFICE HOURS: By appointment (Please email to schedule)

TELEPHONE: 703/993-1796
EMAIL: jhoppner@gmu.edu (Use your **ALL EMAILS MUST COME FROM YOUR @GMU ADDRESS**
**Subject line of your emails MUST include MBA 623**)
COURSE MATERIALS:

COURSE CASE PACKET:

Note: Some of the cases come with “optional audio tracks”. We will not be using them. You should be able to remove them from the case packet (I’m not able to do so).

COURSE READINGS:

COURSE LECTURE MATERIALS:
Course lecture materials (e.g., Powerpoint slides, etc.) are available for download via the course website. They will be organized by Week/Lecture under the course content tab.

LINKS SIMULATION:
The simulation can be purchased and accessed via http://www.links-simulations.com/

COURSE WEBSITE (BLACKBOARD):
The course website can be accessed via mymason.gmu.edu. If you are properly registered for this class, you should be able to click on the “courses” tab and find a listing for this class.

CLASS STRUCTURE:

NATURE OF THE COURSE:
The course has been designed to maximize learning outcomes while keeping in mind the constraints imposed by our relatively long class meetings, your workload in other courses, and the personal and professional demands on your time. In other words, this course will be very challenging but manageable.

Specifically, this course involves a mix of lectures, readings, case discussions, exercises, and a large-scale simulation. There will be ample time in class for questions, discussion of current business events, and the sharing of relevant professional and personal experiences.

Please note that adequate pre-class preparation – by completing assigned readings, assignments, and simulation runs – is critical to your learning and performance in this course.

BASIC EXPECTATIONS:
Both students and instructors tend to have expectations as the new term begins. In order to provide the foundation for a successful course, there are a few expectations that I ask all of my students to live up and commit to doing so myself. In no particular order, these mutual expectations are: (1) pre-class preparation, (2) in-class engagement (which requires physical presence), (3) respect for all individuals, and (4) integrity in all dealings.
COURSE POLICIES:

ANNOUNCEMENTS AND UPDATES:
It is your responsibility to check Blackboard regularly for the addition of any course materials and assignments. Email announcements between class meetings may be sent. Any emails from me will be sent to your GMU email and will include “MBA 623” in the subject line.

E-MAIL CORRESPONDENCE:
Outside of class time and office hours, e-mail is the easiest way to contact me (jhoppner@gmu.edu). Make sure to plan your questions regarding any exams or assignments with enough time to receive a response. Under normal circumstances, you should receive a reply from me within 24 hours. You MUST use your university “yourID@gmu.edu” e-mail address. I will not respond to emails from any other address.

ATTENDANCE:
Attendance is expected. Since the course is based primarily on class lectures, being absent from class will cause you to miss the substantial amount of material that we will cover each session as well as the opportunity to ask questions regarding the material. If you are absent from class, it is YOUR responsibility to find out from a classmate what you missed (both course material and announcements).

RELIGIOUS HOLIDAYS, SCHOOL SPORTS TEAM, AND SCHOOL-RELATED ACTIVITIES:
If you expect to be absent during the semester for any of these reasons, please notify me two weeks in advance of the event in order to make arrangements.

INCLEMENT WEATHER POLICY:
We will operate in accordance with official University decisions about inclement-weather cancellations. Please check the GMU web site or the information line (993-1000) if the weather is questionable. If class is cancelled, the schedule of class subjects may need to be changed.

DISABILITY POLICY:
If you are a student with a disability and you need academic accommodations, please contact the Office of Disability Services (ODS) at 703-993-2474. All accommodations must be arranged through the ODS.

CELL PHONE POLICY:
Cell phones are NOT allowed in class. All cell phones MUST be set to silent/vibrate and kept out of sight during class time. In the case of an emergency, quietly excuse yourself to answer your phone outside of the classroom. No cell phones may be used during exams.

COMPUTER POLICY:
Computers are allowed in class. You may find it helpful to have a computer in order to take notes during class; however, all other computer related activities should be kept to a minimum. No computers may be used during exams.
FOOD AND BEVERAGES:
Snacks and beverages (non-alcoholic, of course) are permitted in class as long as their consumption is not disruptive to peers and the instructor. This is a privilege – please do not abuse it.

CHANGES TO THE SYLLABUS:
The instructor reserves the right to modify the syllabus, if necessary, but will make every effort to avoid any changes and will give prior notice of any modifications.

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. This requires 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:

- **Respect** for the rights, differences, and dignity of others
- **Honesty** and integrity in dealing with all members of the community
- **Accountability** for personal behavior

These ethical standards of behavior help promote a safe and productive community environment, and ensure every member the opportunity to pursue excellence.

ACADEMIC INTEGRITY:
Academic dishonesty, in any form, will not be tolerated. Please familiarize yourself with George Mason University’s policies regarding plagiarism, cheating on examinations, unauthorized collaboration, falsification, and multiple submissions. Violations of academic integrity guidelines, willful or otherwise (e.g., due to ignorance of existing policies), will be severely punished and may result in a failing course grade, a failing grade on a course assignment, and/or other penalties deemed appropriate by the University’s Honor Committee. More information about George Mason University’s Honor Code can be found online at: [http://oai.gmu.edu/honor-code/masons-honor-code/](http://oai.gmu.edu/honor-code/masons-honor-code/)

GRADING:
Course grades are assigned using the assignment weighting and grading scale noted below. Students are responsible for the grade that they earn in class. The instructor does not engage in any grade negotiations due, for example, to students who are under pressure to make a certain grade in order to avoid some negative outcome (e.g., not graduating, loss of a job offer, etc.). Grades will only be adjusted when computational mistakes are made; students should inform the instructor of any such errors as soon as possible.
You may earn up to 1000 points during the course of the class. Your grade will be determined by the total points that you earn. The graded components in the class will have the following point values:

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
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<tbody>
<tr>
<td>COURSE EXAM:</td>
<td>300</td>
</tr>
<tr>
<td>CASE WRITE-UPS (4)</td>
<td>225</td>
</tr>
<tr>
<td>SIMULATION:</td>
<td></td>
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<tr>
<td>Performance</td>
<td>50</td>
</tr>
<tr>
<td>Post-Action Reviews (5)</td>
<td>75</td>
</tr>
<tr>
<td>Strategic Challenge Presentation</td>
<td>150</td>
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<tr>
<td>CLASS PARTICIPATION:</td>
<td>200</td>
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<tr>
<td><strong>TOTAL POINTS:</strong></td>
<td><strong>1000</strong></td>
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</tbody>
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Grades will be assigned as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points Earned</th>
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<tbody>
<tr>
<td>A+</td>
<td>970 - 1000</td>
</tr>
<tr>
<td>A</td>
<td>940 – 969</td>
</tr>
<tr>
<td>A-</td>
<td>900 – 939</td>
</tr>
<tr>
<td>B+</td>
<td>870 – 899</td>
</tr>
<tr>
<td>B</td>
<td>830 – 869</td>
</tr>
<tr>
<td>B-</td>
<td>800 – 829</td>
</tr>
<tr>
<td>C</td>
<td>700 – 799</td>
</tr>
<tr>
<td>D:</td>
<td>600 – 699</td>
</tr>
<tr>
<td>F:</td>
<td>0 – 599</td>
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Please note: The University, the School of Management, and I consider a B to be a good grade. To earn an A, you must demonstrate an outstanding mastery of the course material.

**GRADED COMPONENTS:**

**COURSE EXAM:**

There will be one course exam. The course exam will focus primarily on topics emphasized during course lectures, readings, discussions, exercises, cases, and the simulation. There will be two general types of questions: some questions will ask you to explain basic theoretical frameworks and concepts discussed in the course while others will ask you to apply those frameworks and concepts to issues presented on the exam.

Exams will be closed (i.e., no course materials or notes) – and must be completed independently. Only approved devices (e.g., calculator) will be allowed during the exams. The
exam will be conducted on the date indicated in the course schedule. You will have the entire class period to complete the exam. Students who arrive after the first individual has turned in the exam will not be allowed to complete it and will receive a grade of zero.

Make-up exams, consistent with University policy, will only be granted in the case of documented absences due to personal illness or family emergencies. Preplanned weddings, vacations and deep-discount airfares are not acceptable excuses. Students seeking a make-up exam will be required to provide corroborating evidence (e.g., detailed doctors note, receipt for medical services showing date/time of treatment) which convincingly demonstrates that an exception is warranted. Any make-up exam will cover the same general material; however, the format/questions of the make-up exam will often differ.

CASE WRITE-UPS:
The cases serve as a method to examine a few concepts in greater detail as well as develop problem-solving and decision making skills. The cases will be a primary focus of our in-class discussions. Adequate preparation is critical for the fruitful discussion of the assigned cases.

Prior to each case discussion, students are expected to individually: (1) read, analyze, and digest the case, and (2) complete a case write-up. Case write-ups must be typed in a 12-pt. font, professionally formatted with 1-inch margins, and limited to a maximum of two single-spaced pages. Quantitative analysis (e.g., figures, tables, calculations, etc.) can be added as supporting material beyond the two-pages. 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/opportunity the case protagonist faces? The problem statement should be clearly described in 1-2 sentences.

2. **Available Alternatives:** What courses of action can the protagonist pursue to address the problem in the case? Each of the available alternatives should be clearly described in 1-2 sentences.

3. **Alternative Evaluation:** How attractive are each of the alternative courses of action? A majority of the write-up should be devoted to evaluating the alternatives. Alternative evaluation requires that you:
   a. Use qualitative information provided in the case to develop a list of advantages and disadvantages of each alternative.
   b. Summarize the results of the quantitative analyses and projections made to evaluate the alternatives. *Key assumptions need to be clear!*
   c. Include quantitative analysis as supporting material (i.e., appendix)

4. **Recommendation:** Which course of action should the case of protagonist pursue and why? The recommendation should be clearly described in a 4-5 sentence paragraph. Effective recommendations build on your evaluation of the alternatives and explain any trade-offs made in arriving at the recommendation.

**IMPORTANT!** Case write-ups must be turned in as hard-copies at the start of class.
**COURSE SIMULATION:**
The simulation serves to integrate the different topics in the marketing covered in the course. The simulation challenges you, along with your teammates, to manage a firm directly competing against other firms in the industry. Your goal as managers is to improve the firm’s performance over time. To do so, you work with your team to make quarterly decisions regarding marketing strategy and programs, manufacturing, distribution, service levels and so on for six periods. All simulation runs are to be completed by the dates and times indicated in the course schedule. *It is not possible to make-up a missed run.*

**IMPORTANT!** When you run into “trouble” or have questions about the simulation, your natural tendency will be to reach out to the instructor for help. While I am here to help, please note that there is a limit on how much assistance I can offer in order to be fair to all of your “rivals”. So, my first piece of advice when you have a question: **CHECK THE MANUAL!** If the answer is not in the manual, check it again! If it’s still not there, check the FAQs page on the simulation website. If the FAQs fail you, then come see me.

**Simulation Teams:**
The simulation will be completed in teams. The number of teams will depend upon the final enrollment for the course. Ideally, there will be 4-5 students per team. Based upon the preference of the class, teams will be created either by the students themselves or by the instructor. If teams are created by the instructor, they will be created based on a survey completed by the students (i.e., skill set, preferred meeting times, etc.).

**Performance:**
Your team’s grade on the simulation is assigned using a multi-factor, within industry quantitative performance measure. For further details, please refer to the simulation manual.

**Group Post-Action Reviews:**
After each simulation run, all teams must submit a post-action review to the instructor via Blackboard. The post-action reviews are very brief documents that offer insight regarding the critical decisions the team just made. A template that all teams must use to complete the post-action reviews is provided on the course website. **NOTE:** Teams that fail to complete their simulation run (i.e., do not change their decisions from the previous quarter) automatically receive a grade of zero on the post-action review (no exceptions).

**Strategic Challenge Presentation:**
Once the simulation is completed, each team will complete a strategic challenge presentation, detail it in class, and submit it for detailed evaluation via Blackboard. This assignment requires that teams (a) identify an important strategic challenge their company faces at the end of the simulation, (b) generate at least three viable alternatives for solving the challenge, (c) analyze the competing alternatives using appropriate quantitative and qualitative information derived from the simulation, and (d) offer recommendation that best addresses the strategic challenge. Full details on the assignment and associated grading rubrics are provided on the course website.
CLASS PARTICIPATION:
Given the structure of this course, class participation is critical to achieving our course objectives. Discussion of concepts, cases, and current events will be augmented by your and other’s thoughts and experiences. Put simply, you will learn more and others will learn more when you add value through your participation.

Some ways to add value to class discussions are:
• Respond to questions (e.g., provide articulate answers, summaries, findings, facts, and/or quotes)
• Spontaneously offer your perspective (e.g., life-based, work-based, or class-based)
• Actively promote class discussion (e.g., react to others, course material, see linkages across articles)
• Facilitate the learning process (e.g., seek elaboration, ask for clarification, leverage points being made, summarize ideas being offered)

Student participation in case discussions, during lectures, and as a part of class and group exercises will be graded after each class period. Participation grades are based on the: (1) extent of peer interaction, (2) level of preparation, (3) level of participation, (4) contribution quality, (5) in-class group dynamics, (6) attendance and tardiness, and (7) professionalism. You will complete a course contribution self-assessment at the end of the term that I will consider when assigning participation grades. Class participation grades will be assigned at the end of the term only. You will, however, receive a participation “progress report” around the midpoint of the course.

Please note that you are responsible for your level of engagement and contribution during class sessions. I will not seek out individual student participation for grading purposes; it is the students’ responsibility to ensure that their work and perspective has a constructive influence on class and case discussions.

LATE AND MISSED ASSIGNMENT POLICY:
All assignments are due at the start of class. Any assignment turned in after class has started is considered late. Late assignments incur a 25% penalty per calendar day and are accepted up to three calendar days after their scheduled due date. Assignments turned in three days after their scheduled due date will automatically receive a grade of zero. Make-up opportunities are not available for any missed assignments or assignments submitted outside of the three day window.

The late assignment policy does not apply to simulation runs. Simulation run decisions must be entered into the system by the assigned date and time; otherwise you forfeit all points corresponding to the run’s post-action review.
**TENTATIVE SCHEDULE OF CLASS**

<table>
<thead>
<tr>
<th>Week</th>
<th>Lecture/Class Activities</th>
<th>Articles</th>
<th>Case</th>
<th>Simulation</th>
</tr>
</thead>
</table>
| Week 01: 02/05/14 | Course Overview  
LECTURE: Marketing Strategy | - Rethinking Marketing  
- Customer Profitability & Lifetime Value  
- How Valuable is WOM | --- | - Simulation Manual |
| Week 02: 02/12/14 | LECTURE: Consumer Decision Making & Analysis  
LINKS Simulation Overview | - Customer Profitability & Lifetime Value  
- How Valuable is WOM | --- | - Simulation Manual  
- Simulation Initialized |
| Week 03: 02/19/14 | CASE: Rosewood  
LECTURE: Segmentation, Targeting, & Positioning | - Rediscovering Market Segmentation | Rosewood write-up due at start of class | - Decision #1 due by 1pm  
- Action Review |
| Week 04: 02/26/14 | CASE: Fashion Channel  
LECTURE: Product | - Feature Fatigue | Fashion Channel write-up due at start of class | - Decision #2 due by 1pm  
- Action Review |
| Week 05: 03/05/14 | CASE: Montreaux  
LECTURE: Place | - The Future of Shopping | Montreaux write-up due at start of class | - Decision #3 due by 1pm  
- Action Review |
| Week 06: 03/12/14 | CASE: Natureview Farm  
LECTURE: Price | - The price is right? | Natureview Farm write-up due at start of class | - Decision #4 due by 1pm  
- Action Review |
| Week 07: 03/19/14 | LECTURE: Promotion | - Creativity in Advertising  
- Tweet Me, Friend Me, Make Me Buy | --- | - Decision #5 due by 1pm  
- Action Review |
| Week 08: 03/26/14 | Course Exam | --- | --- | - Decision #6 due by 1pm (double run) |
| Week 09: 04/02/14 | Special Topic | TBD | --- | |
| Week 10: 04/09/14 | DISCUSSION: Ethics | TBD | --- | |
| Final: 04/12/14 | Final Group Presentations | --- | --- | Strategic Challenge |

** Note that due to unexpected events, we may need to be flexible in the material covered**
MBA 623: MARKETING MANAGEMENT READING LIST

WEEK 1 (2/5/14): MARKETING STRATEGY

WEEK 2 (2/12/14): CONSUMER DECISION MAKING & CUSTOMER ANALYSIS
Article: “Customer Profitability and Lifetime Value” by Elie Ofek, in Harvard Business School Background Note, 9-503-019

WEEK 3 (2/19/14): SEGMENTATION, TARGETING, AND POSITIONING
Case: “Rosewood Hotels & Resorts: Branding to Increase Customer Profitability and Lifetime Value” by Harvard Business School, Case 2087

WEEK 4 (2/26/14): PRODUCT

WEEK 5 (3/5/14): PLACE
Case: “Montreaux Chocolate USA: Are Americans Ready for Healthy Dark Chocolate?” by Harvard Business School, Case 9-914-501

WEEK 6 (3/12/14): PRICE
Case: “Natureview Farm” by Harvard Business School, Case 2073

WEEK 7 (3/19/14): PROMOTION