MBA 623-001: Marketing Management
SYLLABUS

COURSE BASICS

COURSE INSTRUCTOR: Dr. Jessica Hoppner

CONTACT INFORMATION:
OFFICE: Fairfax Campus: Enterprise Hall 130
EMAIL: jhoppner@gmu.edu (preferred method of contact)
OFFICE TELEPHONE: (703) 993 – 1796
OFFICE HOURS: By appointment in Arlington or Fairfax (Please email to schedule)

COURSE MEETING TIMES:
CLASS TIME: Thursdays 6:30 – 10:05pm
April 20th – June 27th, 2015
Arlington Campus: Founders Hall 111

FINAL EXAM: Saturday June 27th TBD (Morning Session)

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.

COURSE PREREQUISITES: Admission to the MBA program

COURSE WEBSITE: Blackboard @ My Mason Portal, https://mymasonportal.gmu.edu

COURSE MATERIALS: Course Case and Note Packet – available for purchase at https://cb.hbsp.harvard.edu/cbmp/access/36637645
Course Readings – available via GMU Library’s e-resources (http://library.gmu.edu/)
Course Lecture Materials – available on our Course Website

COURSE SYLLABUS: This syllabus is designed to be as complete as possible. The instructor reserves the right to modify the syllabus, if necessary, but will make every effort to avoid making any changes and will give prior notice of any modifications. Students are responsible for reading this syllabus and are accountable for the requirements contained therein.
COURSE 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 challenging but manageable.

Specifically, this course involves a mix of lectures, readings, exercises, case discussions, and team-led discussions. Students are encouraged to ask questions, bring up current business events, and share professional as well as personal experiences when relevant to the class material, even during lectures. Please note that adequate pre-class preparation – by completing assigned readings and assignments – is critical to your learning and performance in this course.

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.

SPECIAL 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.
- Be familiar with data-driven analyses and tools commonly used to support marketing decision-making.
- Gain an appreciation for the dynamic interplay between marketing program elements.
- Comprehend how marketing contributes to firm performance and influences/is influenced by other business functions.
EVALUATION

A NOTE ON EVALUATIONS:
In a course like this, there are generally three levels of understanding that you can
demonstrate. The first level is correct explanation and application of the concepts (B level
work); the second level is correct explanation of the concepts along with a demonstration of
somewhat creative thinking OR an exceptionally accurate description of concepts (B+/A- level
work); the third level is correct explanation and demonstration that you have thought enough
about the concepts and their application to have significantly learned from that thinking and
gained insight (A level work). To earn A grades in this class, it therefore means that you not only
have to know the material, but you have to challenge your thinking on the topics, engage the
material at a deep level, and be willing to think critically about the implications of what you are
studying. If you miss assignments or show a lack of understanding of concepts, it will be C level
work or lower.

GRADING:
Course grades are assigned using the grading scale and assignment weighting 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.

Final Grades will be assigned as follows:

<table>
<thead>
<tr>
<th>Final Grade</th>
<th>A+</th>
<th>A</th>
<th>A-</th>
<th>B+</th>
<th>B</th>
<th>B-</th>
<th>C</th>
<th>F</th>
</tr>
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<tbody>
<tr>
<td>% Earned</td>
<td>97–100%</td>
<td>94–96%</td>
<td>90–93%</td>
<td>87–9%</td>
<td>83–86%</td>
<td>80–82%</td>
<td>70–79%</td>
<td>0–69%</td>
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Graded Assignments are as follows:

CLASS PARTICIPATION 10%
CASE WRITE-UPS
Maru Batting Center Case 10%
Mountain Man Brewing Case 15%
Natureview Farm Case 15%
IN-CLASS DISCUSSION LEADERSHIP 15%
RESEARCH STUDY: 10%
MARKETING PLAN:
Written Report 15%
Presentation 10%
TOTAL: 100%
**DETAILS ON GRADED ASSIGNMENTS:**

**Class Participation:** This will constitute 10% of your grade (10 points). Class participation is taken seriously. Be prepared and willing to complete in-class exercises, answer questions, ask questions, and discuss course topics in class. Guidelines for evaluating participation are shown below:

- **Outstanding Contributor:** Ideas offered are always substantive and provide one or more major insights as well as direction for the class. Challenges are well substantiated and persuasively presented. If this person were not a member of the class, the quality of discussion would be diminished markedly.

- **Good Contributor:** Ideas offered are usually substantive and provide good insights and sometimes direction for the class. Challenges are often well substantiated and persuasive. If this person were not a member of the class, the quality of discussion would be diminished.

- **Adequate Contributor:** Ideas offered are sometimes substantive and provide generally useful insights but seldom offer a new direction for the discussion. Challenges are sometimes presented, fairly well substantiated, and sometimes persuasive. If this person were not a member of the class, the quality of discussion would be diminished somewhat.

- **Non-Participant:** This person says little or nothing in discussions. Hence, there is not an adequate basis for evaluation. If this person were not a member of the class, the quality of discussion would not be changed.

- **Unsatisfactory Contributor:** Contributions reflect inadequate preparation. Ideas offered are seldom substantive and provide few if any insights and never a constructive direction for the discussion. Integrative comments and effective challenges are absent. If this person were not a member of the class, valuable air-time would be saved.

At the end of the module, students will be asked to complete a Self-Evaluation of Class Participation Survey (Due: 6/25). This self-evaluation will be used in conjunction with the instructor’s evaluation to determine in-class participation grades.

**Case Write-ups:** This will constitute 45% of your grade (45 points). The cases (3) 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. 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 12-pt. Times New Roman font 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. Specific questions to be addressed by the case analysis are provided on the course website.

*IMPORTANT! Case write-ups must be turned in as hard-copies at the start of class.*
In-Class Discussion Leadership: This will constitute 15% of your grade (15 points). Students will work in teams to lead an in-class discussion on ethics related to a specific marketing topic. Teams (size determined by final course enrollment) and topics will be randomly assigned on the first class session (4/23). Topics can be traded, if a willing team is found. The topics (and dates of discussion) are:

- STP/Branding on 5/14 (Class 4)
- Product on 5/21 (Class 5)
- Price on 5/28 (Class 6)
- Place on 6/4 (Class 7)
- Promotion on 6/11 (Class 8)
- Marketing Research on 6/18 (Class 9)

Discussions must be led on the date assigned (i.e., when the topic is subject of lecture). On the assigned date, teams will be responsible for leading an in-class discussion that is about 30-40 minutes in length. Discussions significantly shorter than 30 minutes are strongly discouraged; while discussions lasting significantly longer than 40 minutes may need to be cut-off due to time limitations. The format should be a discussion, not a presentation – i.e., it should be interactive, current, relevant to the topic, and utilize the Mason Model of Ethics in some noticeable fashion. Creativity is strongly encouraged.

Discussions should be planned with the goal of broadening the view and increasing the knowledge of your fellow students. In the spirit of peer-to-peer learning, the instructor will take notes but will not participate in the discussion except when invited and/or there is an issue with the discussion. Each of the identified topics are broad enough for a variety of ethical issues in marketing to be applicable. If your team is unsure of the appropriateness of a topic or structure of the discussion, please schedule a meeting to discuss your teams thinking with me. I am more than happy to provide broad guidelines prior to the discussion, but not specific directions and/or evaluations.

Teams, who are leading a discussion, must provide the following:

- Details on the specific issues planned to be discussed regarding your assigned topic **two days prior** to your discussion date. This will allow the instructor to appropriately place the discussion within the class.
- An outline of the planned discussion, details on what was to be accomplished, and a copy of any materials planned to be used **on the day of** the discussion.
- An evaluation of the team completed **by two days** after the discussion is conducted.

Other students, who are participating in the discussion, must provide a description of their personal takeaways from and an evaluation of the discussion completed **by two days** after the discussion is conducted. The grade for this assignment will be a combination of your own discussions and your evaluations of the other discussions.
Research Study: This will constitute 10% of your grade (10 points). Students will individually design a marketing research study (i.e., focus group, survey, or experiment) to gather information on an area of interest/concern to your marketing plan. This assignment will detail (a) the objectives of the research study, (b) the design of the research study, inclusive of sample, questions, administration process, (c) how the results of the research study will be utilized, and (d) the rationale for why this research design is the most appropriate for the objectives at hand. The study will be in design only, no data will be collected.

Marketing Plan: This will constitute 25% of your grade (25 points). This course-long final project will have students work in teams (randomly assigned and size determined by final enrollment) to develop a marketing plan for a new product to be introduced by a new company of your creation. The marketing plan will consist of a written report (15% or 15 points) and a presentation (10% or 10 points). Written reports are due at the start of the final exam period on 6/27. Presentations, in random order, will be given during that same final exam period. More information about this assignment is provided on the course website.

LATE ASSIGNMENT POLICY:
No late assignments will be accepted. Each assignment must be turned in or given at their designated date and time. All presentation dates are final barring the university’s cancellation. All assignments must be turned in as hard copies at the start of class. If you are going to miss class for some reason (e.g., work trip), you must make alternative arrangements with the instructor prior to the due date.

COURSE MATERIALS

Course Materials (e.g., cases, notes, readings, and lectures) are available through the class Blackboard site, from Harvard Business Publishing, or through Mason’s library.

HARVARD BUSINESS PUBLISHING:
To get the course materials from Harvard Business Publishing website, you need to register on the site to create a user name, assuming you do not already have one. The course materials are PDF documents and you can open them with Adobe Reader. You will have access to the course materials for 6 months.

Course link: https://cb.hbsp.harvard.edu/cbmp/access/36637645

After you register, you can get to the coursepack at any time by doing the following:
1. Visit hbsp.harvard.edu and log in
2. Click My Coursepacks, and then click Marketing Management (2015)

For technical assistance, please contact the Harvard Business Publishing Tech Help line at (800) 810-8858 (outside of U.S, and Canada, call 617-783-7700); or email
techhelp@hbsp.harvard.edu. Their business houses are 8am-8pm, Monday-Thursday, and 8am-7pm on Friday.

UNIVERSITY LIBRARY
To get course materials from the Universities Libraries, go to http://library.gmu.edu/. Materials can be found by searching the full title in the “Quick Search” function or through the “Books & more” or “Articles & more” search function. It will require you to log-in using your Mason credentials. For more specific instructions about how to use the library’s electronic resources, see http://infoguides.gmu.edu/lrb?p=787342.

READINGS:
You should come to class prepared to discuss the readings. I would encourage you to not only read the assigned papers, but to also analyze them carefully. Think about each reading from both a conceptual and a practical perspective.

• What are the key concepts and principles?
• What are the key points being made by the paper?
• So what? What are the implications?
• How can I critique the arguments being made?

The reading list and schedule of the readings is presented at the end of this syllabus.

BEHAVIORAL EXPECTATIONS

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.

SOM 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. 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.

ACADEMIC INTEGRITY:
George Mason University shares in the tradition of an honor system that has existed in Virginia since 1842. The Honor Code is an integral part of university life. On the application for admission, students sign a statement agreeing to conform to and uphold the Honor Code. Students are responsible, therefore, for understanding the provisions of the code. In the spirit of the code, a student’s word is a declaration of good faith acceptable as truth in all academic matters. Cheating and attempted cheating, plagiarism, lying, and stealing of academic work and related materials constitute Honor Code violations. To maintain an academic community according to these standards, students and faculty must report all alleged violations of the Honor Code to the Honor Committee. All acts of academic dishonesty will be dealt with in accordance with the provisions of this code. 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. For more information on the University’s Honor Code, please visit http://oai.gmu.edu/the-mason-honor-code/.

For practical purposes, the meaning of the code for this class is:
• Individual assignments are completed individually.
• Case and plan ideas comprise original ideas from the team members.
• No use of the Internet to search for answers to assignments or previous semester(s) papers/presentations is allowed.

ATTENDANCE:
Given the nature of the course, student attendance and participation is critical to each student’s learning and to the learning of his or her classmates. Thus, all students are expected to be in class every day (for the full class period), prepared, and engaged. Tardiness and absences will have a meaningful negative impact on your course participation grade. If you are absent from class, it is your responsibility to find out from a classmate what you missed (both course material and announcements).

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.

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.
FOOD POLICY:
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.

OTHER POLICIES

COMMUNICATIONS:
All communications from me will be directed via e-mail or BB announcements. Due to concerns of privacy and confidentiality, any emails from me will be sent to your official GMU email and will also include “MBA 623” in the subject line. Similarly, any emails sent to me MUST be from your official GMU e-mail address. I cannot respond to emails from any other address with confidential information. Outside of class, e-mail is the best way to reach me.

INCLEMENT WEATHER POLICY & CAMPUS EMERGENCIES:
We will operate in accordance with official University decisions about cancellations. Information regarding weather-related changes in the University’s schedule will be provided on the GMU website and via Mason Alert. Students can sign up for the Mason Alert system to provide emergency information of various sorts at https://alert.gmu.edu. If class is cancelled, please check BB/your email for information regarding how the course schedule 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. Please inform me by the second week of class.

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: https://www.gmu.edu/departments/csdc/

WRITING CENTER:
George Mason University has a writing center that can help you improve your English writing skills. More information is available at (703) 993-1824 and http://writingcenter.gmu.edu
READING LIST

Key: [A] = Article; [N] = Note; [C] = Case; [B] = Book

WEEK 1 (4/23/15): WHAT IS MARKETING?


WEEK 2 (4/30/15): MARKETING STRATEGY


WEEK 3 (5/7/15): CONSUMER DECISION-MAKING & CUSTOMER LIFETIME VALUE

- [N] “Customer Profitability and Lifetime Value” by Elie Ofek, in Harvard Business School Background Note, 503019

WEEK 4 (5/14/15): STP & BRANDING

- [C] “Maru Batting Center: Customer Lifetime Value” by Northwestern University, Kellogg School of Management, Case KEL688.
WEEK 5 (5/21/15): PRODUCT


WEEK 6 (5/28/15): PRICE

- [C] “Mountain Man Brewing Co.: Bringing the Brand to Light” by Harvard Business School, Case 2069.

WEEK 7 (6/4/15): PLACE


WEEK 8 (6/11/15): PROMOTION

- [C] “Natureview Farm” by Harvard Business School, Case 2073

WEEK 9 (6/18/15): MARKETING RESEARCH


WEEK 10 (6/25/15): GUEST SPEAKER [BACK-UP DAY IF NECESSARY]

- To be determined if a back-up day is required
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<thead>
<tr>
<th>CLASS</th>
<th>TOPIC</th>
<th>READINGS FOR CLASS</th>
<th>ASSIGNMENT DUE</th>
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<tbody>
<tr>
<td>1 (4/23)</td>
<td>Course Expectations&lt;br&gt;What is Marketing?</td>
<td>• Rethinking Marketing&lt;br&gt;• Ultimate Marketing Machine&lt;br&gt;• Rethinking the 4Ps</td>
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<td>2 (4/30)</td>
<td>Marketing Strategy&lt;br&gt;Marketing Plan</td>
<td>• When Marketing is Strategy&lt;br&gt;• Transient Advantage&lt;br&gt;• Putting Yourself in the Customer’s Shoes...&lt;br&gt;• Building a Marketing Plan</td>
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<td>3 (5/7)</td>
<td>Consumer Decision Making&lt;br&gt;Customer Lifetime Value</td>
<td>• Major Sales&lt;br&gt;• Customer Profitability and Lifetime Value&lt;br&gt;• How Valuable is WOM</td>
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<td>4 (5/14)</td>
<td>Segmentation - Targeting&lt;br&gt;- Positioning&lt;br&gt;Branding</td>
<td>• Maru Batting Center&lt;br&gt;• Rediscovering Market Segmentation&lt;br&gt;• Viewing Brands...</td>
<td>• Maru Batting Center case write-up&lt;br&gt;• Team Led Discussion #1</td>
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<tr>
<td>5 (5/21)</td>
<td>Product</td>
<td>• Stage-Gate Systems&lt;br&gt;• Defeating Feature Fatigue</td>
<td>• Team Led Discussion #2</td>
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<tr>
<td>6 (5/28)</td>
<td>Price</td>
<td>• Mountain Man Brewing&lt;br&gt;• The Price is Right</td>
<td>• Mountain Man case write-up&lt;br&gt;• Team Led Discussion #3</td>
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<td>7 (6/4)</td>
<td>Place</td>
<td>• Do You Really Want to be an eBay?&lt;br&gt;• The Future of Shopping</td>
<td>• Team Led Discussion #4</td>
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<tr>
<td>8 (6/11)</td>
<td>Promotion</td>
<td>• Natureview Farm&lt;br&gt;• Inevitability of Integrated Communications&lt;br&gt;• ROI of Social Media</td>
<td>• Natureview case write-up&lt;br&gt;• Team Led Discussion #5</td>
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<td>9 (6/18)</td>
<td>Marketing Research</td>
<td>• Keep Up with Your Quants&lt;br&gt;• Data’s Credibility Problem&lt;br&gt;• Discipline of Business Experimentation</td>
<td>• Team Led Discussion #6</td>
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<tr>
<td>10 (6/25)</td>
<td>Guest Speaker!&lt;br&gt;(Back-up: TBD)</td>
<td>• TBD</td>
<td>• Research study</td>
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<tr>
<td>FINAL (6/27)</td>
<td>Marketing Plans</td>
<td>---</td>
<td>• Marketing Plan Report&lt;br&gt;• Presentations</td>
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