Syllabus

Course Title: Marketing Management
Course Number: MBA 623, Section 001, Spring 2018, 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: Fairfax, D023, James Buchanan Hall
Class Meeting Time: Tuesdays, 6:30 P.M. to 10:05 P.M.
Final Exam: Take-home exam, due Saturday afternoon, June 23, 2018
Instructor: Jeff Kulick

Contact information:
I usually return email and phone mail messages the same day or within 24 hours.

University office: Room 128, Enterprise Hall
Telephone - University: 703-993-2197
Fax: 703-993-1809
E-mail address: jkulick@gmu.edu
Office hours: Mondays, 4:30-6:00 P.M. in the School of Business Suite, 4th floor, Founders Hall, or Thursday, 4:30 to 5:30 P.M. in Fairfax, Room 128 Enterprise Hall. 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, 3, and 4.

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.

4. **Contemporary Issues in Business:** Exhibit knowledge of ethical decision-making considerations, corporate social responsibility and sustainability practices; Identify relevant economic, political, and social factors that impact business conducted both within and across national boundaries.

In our last class we will discuss ethical decision making.

Learning Goal Number 1 is not specifically addressed in the course; the focus is on Numbers 2 through 4. 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 Data Analytics*, by Robert Palmatier and Shrihari Sridhar, Palgrave, 2017. The class will also discuss three cases/articles:

- “Why It’s So Hard to Train Someone to Make and Ethical Decision,” Eugene Soltes, HBR, January 2017
- “Conflicting Responsibilities,” January 1993

For your convenience, a CoursePack has been established with Harvard Business School Publishing: [http://cb.hbsp.harvard.edu/cbmp/access/78274587](http://cb.hbsp.harvard.edu/cbmp/access/78274587). You may find these articles somewhere ask; you are asked to respect the authors’ copyrights.
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. The due dates are listed in the course schedule matrix. Unless you have made prior arrangements, late submissions will receive an automatic penalty at a rate of 10% for each day it is late.

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.

Points may be earned as follows:

**Project**

- Deliverable 1: The Industry 150 points
- Deliverable 2: Competition 150 points
- Deliverable 3: Best Practices 200 points

**Total project points** 500 points

**Examinations**

- Midterm (take-home) 150 points
- Final Exam 250 points

**Total examination points possible** 400 points

**Class Participation** 100 points

**TOTAL POINTS TO BE EARNED** 1,000 points
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.

Your final grade for the course will depend on the total number of points you earn:

<table>
<thead>
<tr>
<th>Points</th>
<th>Letter Grade</th>
<th>Grade Points</th>
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</thead>
<tbody>
<tr>
<td>930 – 1,000 points</td>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>900 – 939 points</td>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>870 – 899 points</td>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>830 – 869 points</td>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td>800 – 829 points</td>
<td>B-</td>
<td>2.7</td>
</tr>
<tr>
<td>700 – 799 points</td>
<td>C</td>
<td>2.0</td>
</tr>
<tr>
<td>Below 700 points</td>
<td>F</td>
<td>0.0</td>
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</tbody>
</table>

Students are reminded that the MBA program has specific expectations of students in terms of grades.

**Examinations and examination policies**

Both the midterm and final exams will be take-home exams, 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 sanctions for Honor Code violations in class and a copy will be posted on the course Blackboard site. The recommended penalties can also be found on the last page of this document.

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, late submissions will receive an automatic penalty at a rate of 10% per day for each day it is late.

**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. There is no guarantee that you will be able to call in or that the class can or will be recorded.

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

Do not use binders or portfolios. All deliverables should also be submitted electronically. Please use Blackboard (email only as backup).

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 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, and on the last page of this syllabus.

**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](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](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. Ramadan begins during this Module. If you choose to observe the fasting and the breaking of the fast during class time, please discuss with me how this will be accommodated. This is not difficult, but we should discuss this early in the Module.

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/csdc/](http://www.gmu.edu/departments/csdc/).
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 Fairfax, D023, James Buchanan Hall. from 6:30—10:05 P.M. Readings are from *Marketing Strategy: Based on First Principles and Data Analytics*. Please note the late start time on May 15th.

<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>Introduction</td>
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<tr>
<td>Week 01 April 17</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>Part 01: All Customer Differ</td>
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<td>Week 02 April 24</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>Part 02: All Customers Change</td>
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<td>Week 03 May 01</td>
<td>Sources of customer dynamics; approaches to managing customer dynamics; lifecycles; dynamic segmentation; lost customer analysis; CLV; 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>Part 03 All Competitors React</td>
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<td>Week 04 May 08</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 Saturday, May 12)</td>
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<td>Week 05 May 15</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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1 For the class on Tuesday, May 15, the class will begin at 7:30 P.M. instead of the normal start time of 6:30 P.M. No other days are affected.
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<tr>
<th>Week 06</th>
<th>May 22</th>
<th>Offering and innovation basics; offerings and innovation as SCA; developing innovative offerings; disruption; launching and diffusing innovative offerings; building offering equity; research</th>
<th>Chapter 06: Marketing Principle #3: All Competitors React→Managing Offering-based Sustainable Competitive Advantage</th>
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<tbody>
<tr>
<td>Week 07</td>
<td>May 29</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>Deliverable 2 due Friday, June 1st: Description of the competitors and competition</td>
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<td>Part 04: All Resources Are Limited</td>
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<td>Week 08</td>
<td>June 05</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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<tr>
<td>Conclusion</td>
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<td>Week 09</td>
<td>June 12</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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</tbody>
</table>
| Week 10 | Wrap up and Special Topics | “Why It’s So Hard to Train Someone to Make and Ethical Decision,” Eugene Soltes, HBR, January 2017  
“Conflicting Responsibilities,” January 1993 | Deliverable #3: Best Marketing Practices in Industry; due at beginning of class |
|---------|---------------------------|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------|

Final Exam is due on Saturday afternoon, June 23rd.
### Appendix

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<thead>
<tr>
<th>Type of Violation</th>
<th>First Offense</th>
<th>Second Offense</th>
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<tbody>
<tr>
<td>Plagiarism, lying, cheating on an assignment, homework, or including other’s work as your own</td>
<td>An F in the class</td>
<td>An F in the class and dismissal from program</td>
</tr>
<tr>
<td>Egregious Violation [e.g., stealing an exam; passing on confidential course material; cheating on an exam, project, or otherwise violating specified rules for an exam or project; etc.]</td>
<td>An F in the class and dismissal from program</td>
<td>An F in the class and dismissal from program</td>
</tr>
</tbody>
</table>