COURSE NUMBER  MBAD 6274

COURSE TITLE  Marketing Management

COURSE DESCRIPTION  MBAD 6274 is the core marketing course in the PMBA program and intends to serve as an introduction to marketing through exploring the “marketing concept”. From this course, you will learn how to successfully approach the right customers by introducing new products, designing price schemes, communicating product value, and distributing product through intermediaries, all of which require deep understanding of customers, competitors and the economy. In particular, this course will emphasize the importance of marketing in creating and sustaining business, and define marketing as an organization-wide responsibility that also has numerous social impacts.

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LEARNING OBJECTIVES
1. Examine both quantitative and qualitative skills through exploring various analytic tools and strategic considerations of marketing.
2. Review the impacts of marketing decisions on various stakeholders such as customers, employees, shareholders, business partners, and society.
3. Cover various levels of marketing decisions from operational issues to philosophical considerations, and from maximizing short-run profits to managing long-run relationship with customers.

Many people underestimate the importance of marketing and think that marketing is primarily about selling or advertising, and that the role of marketing is only limited to marketing department. In fact, marketing is the core process of any business organization since the value for business is created by customers, and only marketing can connect the organization with customers. Therefore, marketing includes all organizational activities regarding creating customer value that benefit the firm and its stakeholders, and thus is very important for almost all parts of present-day organizations.

This course will teach students the importance of marketing through the three objectives based on the following understandings. First, marketing requires a deep understanding of both quantitative and qualitative skills as marketing
managers should first understand the behavior of customers and then also estimate the expected impact of their decisions. Second, marketing decision should consider various stakeholders as marketing is always associated with people from both inside and outside of the organization. Third, marketing managers should be familiar with both the details of marketing operations and big pictures of the market system as micro- and macro-environments all strongly affect the result of marketing decisions. When dealing with these subjects, this course will highlight both theory and practice of marketing through a mix of lectures, case discussions, hands-on exercises, group projects, and a guest lecture.

This course is designed for managers in all areas of business. For those who are interested in working in the field of marketing, this course can be a good opportunity to understand how to successfully create and implement marketing strategy. Those who work in other areas will learn how to effectively communicate and cooperate with marketing people through understanding that marketing is an organization-wide process that also impacts their own operations. Therefore, regardless of what your career goal is, you will be able to learn some of the most important ideas of management from this course.

**READINGS & MATERIALS**
- Lecture notes posted on Blackboard
- Harvard Business School Cases distributed through the coursepack available at http://cb.hbsp.harvard.edu/cbmp/access/52543177
- Articles from academic journals and business press posted on Blackboard

**GRADING**
- Class Participation & Contribution (10%, Individual)
- Value Analysis Exercise (20%, Individual)
- Case Analysis & Presentation (20%, Group)
- Product Design Project (20%, Group)
- Final Exam (30%, Individual)

In order to follow the grading guidelines of GWSB, the final grades will be given based on the following letter grades and ratio: A and A- (40%), B+, B, and B- (50%), and C (10%).

**ASSIGNMENTS**

Since discussion and interaction during class will be an integral part of your understanding, attendance at every class is strongly encouraged. However, if there is an inevitable issue which is permissible in accordance with the University policy and you cannot come to class, please notify me before the class starts. I also encourage you to ask questions and make thoughtful comments about what is being discussed. Many topics in this course will be subjective in nature, and your creative answers will make the class more interesting. Please also be considerate of others and concentrate on lectures and class discussions when you use laptops for referring to class materials or taking notes.

Class participation and contribution will be evaluated through Post-Session Survey on Blackboard. After each class, you are required to participate in a
simple class participation survey and briefly share your opinions about your classmates’ contributions. Your participation and contribution to each session will be evaluated based on the responses to these surveys. Please participate in the survey for each class before the next class starts as late submission will not be counted toward your grade. More details will be provided during class.

Value Analysis Exercise

In this exercise, you will analyze economic value to customers and lifetime value of customers that are going to be covered in Session 2 on September 8th. The exercise will be distributed in class and also be available on Blackboard. You are supposed to analyze and write this exercise INDIVIDUALLY and submit it on September 29th at the beginning of the class. Late submission will not be accepted. More details will be provided during class.

Case Analysis & Presentation

Extensive use of cases can present a challenging and real-life environment which provides a very good opportunity to facilitate the discussion of concepts taught in the class. Therefore, a significant portion of class time will be devoted to analyzing and discussing relevant cases. For most sessions, we will go over a case that is relevant to the class subject of the day. Although the selected case for each class typically deals with topics of specific focus in that class, it will usually cover subjects from other classes too because of the real-life nature of the cases.

For this GROUP exercise, one case will be assigned to each group. Your team is required to analyze the assigned case and submit executive case write-ups, and should also give presentation regarding your conclusions in front of your classmates.

When a case is assigned, your team should submit a written case analysis for the assigned case at the beginning of the class covering it. The write-up should not exceed 10 double spaced pages in 12-point font. You are also allowed to use additional pages of figures, tables, or other appendix if needed. More specifically, your case write-up should

(i) Define the main issues of the case
(ii) List possible actions available to the firm
(iii) Apply marketing theories and concepts that are relevant to the case as much as possible
(iv) Selectively use appropriate data provided with the case
(v) Evaluate alternative strategies before arriving at your recommendation
(vi) Recommend the best strategy to deal with the issues
(vii) Illustrate detailed suggestions for implementing your suggested strategy

Please start your write-up with an executive summary of one short paragraph highlighting the major issues and your recommendations. Please submit the write-up at the beginning of the class we are discussing the case. No late submissions will be accepted.
Your team should also present the results to your classmates. This presentation will imitate the format and atmosphere of the final presentation of an actual consulting project. Imagine that your team is a group of consultants working on the same project and your classmates are C-level executives of your client firm. You will be given 40 minutes to present your project results in front of your clients. You are supposed to satisfy your clients by persuading anyone who has different opinions than yours as much as possible and finish your presentation in a given time. Unlike with the case write-up, there is no suggested format for your presentation as long as you can explain the conclusion of your case write-up to the imaginary clients (i.e., your classmates). Please be creative, effective, and efficient in presenting logics for your conclusion.

Even when your group is not presenting, you are supposed to read the case carefully and come to class prepared for the discussion of the main issues from the case. The case method is one of the most effective ways to improve your decision-making skills and you need to be an active participant for a successful case discussion, as real learning takes place only when you have carefully analyzed the case. As the situations in the cases are complex and you all have different experiences and insights, it is highly likely that the presenting team and other classmates will have different views and opinions about how to deal with the issues. Therefore, a great deal of what you will learn from the cases will be from defending your ideas and understanding other people's logics. You might want to briefly discuss the case with your team members before the class. Coming to case discussion without preparation might also negatively affect the evaluation of your contribution as it would be very difficult to actively participate in the discussion. Please remember that the better you are prepared, the more you learn from case discussion.

More details about this group exercise will be provided during class.

**Product Design Project**

In this GROUP exercise, your team will design a new product and test the idea using conjoint analysis, which is a commonly used technique for new product development and will be covered in Session 5 on September 29th. More specifically, your team will pick one product category, develop new product concepts, collect and analyze preference data, and make final decisions based on your analysis. Please submit a product development report which does not exceed 10 double spaced pages in 12-point font, plus any necessary figures, tables, or other appendix. You are also required to present your final product in front of classmates in Session 14 on December 8th. On the same day, you should also display one page print advertisement for your product in front of all students. More details will be provided during class.

**EXAM**

Final exam will be open-book and open-notes. You can refer to any materials distributed during this course, but getting additional help from the Internet will not be allowed. The exam will test your ability to understand and analyze marketing situations and check your level of understandings on the marketing concepts and decision-making skills covered throughout this course. The final exam will be held during the official final examination period set by the school.
and it is the only time the exam will be administered. More details including exam schedule will be provided during class.

**REVIEW SESSION**  
If necessary, review sessions may be scheduled in addition to regular sessions.

**GUEST LECTURE**  
In Session 13 on December 1st, a guest speaker will visit our classroom to talk about actual marketing decisions in the field and answer any questions you might have. The schedule is currently tentative and more details about this lecture will be provided later.

**ACADEMIC INTEGRITY**  
The code of academic integrity applies to all courses in the George Washington School of Business. Please become familiar with the code. All students are expected to maintain the highest level of academic integrity throughout the course of the semester. Please note that acts of academic dishonesty during the course will be prosecuted and harsh penalties may be sought for such acts. Students are responsible for knowing what acts constitute academic dishonesty. The code may be found at: [https://studentconduct.gwu.edu/code-academic-integrity](https://studentconduct.gwu.edu/code-academic-integrity)

**UNIVERSITY POLICIES**  
**Religious Accommodation**

Students should notify faculty during the first week of the semester of their intention to be absent from class on their day(s) of religious observance. Faculty should extend to these students the courtesy of absence without penalty on such occasions, including permission to make up examinations. Faculty who intend to observe a religious holiday should arrange at the beginning of the semester to reschedule missed classes or to make other provisions for their course-related activities.

**Disability Support Services (DSS)**

Any student who may need an accommodation based on the potential impact of a disability should contact the Disability Support Services office at 202-994-8250 in the Rome Hall, Suite 102, to establish eligibility and to coordinate reasonable accommodations. For additional information please refer to: [gwired.gwu.edu/dss/](gwired.gwu.edu/dss/)

**Mental Health Services 202-994-5300**

The University's Mental Health Services offers 24/7 assistance and referral to address students' personal, social, career, and study skills problems. Services for students include: crisis and emergency mental health consultations confidential assessment, counseling services (individual and small group), and referrals. [counselingcenter.gwu.edu/](counselingcenter.gwu.edu/)
<table>
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<tr>
<th>Date</th>
<th>Topics</th>
<th>Related Readings</th>
<th>Assignments Due</th>
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| 9/1  | Introduction | ▪ Lecture note: Session 1  
▪ Kotler & Keller: Chapter 1, 2 | |
| 9/8  | Understanding Customers | ▪ Lecture note: Session 2  
▪ Kotler & Keller: Chapter 5, 6 | |
| 9/15 | Finding the Right Market | ▪ Lecture note: Session 3  
▪ Kotler & Keller: Chapter 9, 10  
▪ Case: The Fashion Channel | Case analysis  
(The Fashion Channel) |
| 9/22 | Marketing for Product vs. Services | ▪ Lecture note: Session 4  
▪ Kotler & Keller: Chapter 13, 14  
▪ Case: Starbucks | Case analysis  
(Starbucks) |
| 9/29 | Product Development | ▪ Lecture note: Session 5  
▪ Kotler & Keller: Chapter 12, 15 | Value Analysis Exercise |
| 10/6 | Brand Management | ▪ Lecture note: Session 6  
▪ Kotler & Keller: Chapter 11  
▪ Case: Mountain Man Brewing | Case analysis  
(Mountain Man Brewing) |
| 10/13 | Pricing | ▪ Lecture note: Session 7  
▪ Kotler & Keller: Chapter 16  
▪ Case: Virgin Mobile | Case analysis  
(Virgin Mobile) |
| 10/20 | Managing Marketing Channels | ▪ Lecture note: Session 8  
▪ Kotler & Keller: Chapter 17, 18  
▪ Case: The New York Times | Case analysis  
| 10/27 | Integrated Marketing Communications | ▪ Lecture note: Session 9  
▪ Kotler & Keller: Chapter 19, 20  
▪ Case: Pepsi | Case analysis  
(Pepsi) |
| 11/3 | Marketing Communications using New Media | ▪ Lecture note: Session 10  
▪ Kotler & Keller: Chapter 21, 22  
▪ Case: Sephora | Case analysis  
(Sephora) |
| 11/10 | Challenges from Different Markets | ▪ Lecture note: Session 11  
▪ Kotler & Keller: Chapter 7, 8  
▪ Case: Lenovo | Case analysis  
(Lenovo) |
| 11/17 | Managing Marketing Information | ▪ Lecture note: Session 12  
▪ Kotler & Keller: Chapter 3, 4  
▪ Case: Truearth | Case analysis  
(Truearth) |
| 12/1 | Other Issues in Marketing | ▪ Lecture note: Session 13  
▪ Kotler & Keller: Chapter 23 | Guest lecture |
| 12/8 | Product Design Presentation | | Product Design Project |

* This schedule may change during the semester. Any changes will be notified in advance.