MBAD 274: Marketing Management
Spring Semester 2017

Professor Robert F. Dyer
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Course Description and Course Organization

Marketing Management is at core of most operating businesses and an increasing number of nonprofits. Marketing brings with it an operational philosophy that has creating and keeping customers as the central activity of a firm. The course is divided into two major areas: 1) the Nature of Markets and 2) Marketing Decisions.

The first area covers the situation analysis 5C’s -- company, customers, competitors, collaborators, context -- and the strengths, weaknesses, opportunities, and threats facing a firm. It includes marketing opportunity definition and the formulation of a marketing strategy. It introduces some major frameworks such as customer need identification, segmentation, targeting and product positioning, consumer behavior models and steps in building a strategic marketing plan. The second area of emphasis of the course covers the development of a marketing plan. Included here are specific decisions about the marketing mix 4P’s -- product, place, price and promotion -- and its implementation.

At the conclusion of the course you will have the skills to design a marketing strategy and its implementation plan. Also covered are marketing metrics used in the control phase of the plan. A major focus of the course is the development of a real Strategic Marketing Plan Report for an actual organization. This is a semester-long project that will be conducted by a team of MBA students with yourself as a team member.

In addition to the video mini-lectures and case discussions each week, live chat sessions will be a major part of the course. During these weekly chat sessions, we will also have several virtual guest presenters cover special marketing topics such as new product development, customer relationship management, and social media.
Course Objectives

By participating in the learning experiences in this course, you will be able to:

1. Comprehend the critical environmental forces that shape marketing practice.
2. Use assessment of customers, competitors, collaborators, and context along with a SWOT analysis to uncover and evaluate market opportunities.
3. Apply fundamental marketing concepts to multiple organizations and industries.
4. Create a strategic marketing plan for a for-profit or non-profit organization that achieves organizational objectives.
5. Create a strategy implementation plan to elevate a firm’s chances of success;
6. Understand core marketing frameworks including buyer behavior models, the product life cycle, innovation adoption processes, and integrated marketing communications.
7. Communicate and defend your recommendations based upon both qualitative and quantitative analysis.
8. Be aware of some of the best marketing practices of leading organizations.
9. Learn new analytical tools and frameworks and apply them to a range of marketing situations.
10. Improve strategic report writing skills and the communication your findings to management.

Academic Honesty and Citation of References

GWU Academic Code (Code of Student Conduct), particularly Section 1:
- www.gwu.edu/~ntegrity/code.html
- https://studentconduct.gwu.edu/code-student-conduct

Proper Form for Footnotes and Endnotes
- http://oberlin.edu/faculty/svolk/citation.htm
Required Texts, Cases, and Readings

All materials not listed below will be available on Blackboard.

**Required Textbook**


You may purchase the textbook from the GW Bookstore, used bookstore sellers, or online – just make sure you have the Sixth Edition.

**Required Cases and Notes from Harvard Business Review**

- “Accor: Strengthening the Brand with Digital Marketing” by Avery, Dev, and O’Connor (2015)
- “Starbucks’ Loyalty Reigns” by Murray (2016)
- “Does Mattel’s Iconic Barbie Doll Need a Makeover?” by Robson and Beninger (2016)
- “Pricing the Epipen: This is Going to Sting” by Steenburgh (2016)
- “Hamilton Won More Than Twitter” by Murray (2016)
- What Business is Zara In?” by Doiron (2015)
- “Marketing Analysis Toolkit: Breakeven Analysis” by Steenburgh and Avery (2010)
- “Customer Profitability and Lifetime Value” by Ofek (2002)

To purchase these cases at a discount, use the GW School of Business CoursePack link: [http://cb.hbsp.harvard.edu/cbmp/access/56838435](http://cb.hbsp.harvard.edu/cbmp/access/56838435)

You will need to register on the site to create a username if you do not already have one. After purchase, you will have access to these materials for 6 months.
After you register, you can get to the course pack at any time by doing the following:

1) Visit [http://www.hbsp.harvard.edu](http://www.hbsp.harvard.edu) and log in.
2) Click My Course Packs, and then click Marketing Management (MBAD 274).

Course Grading and Grading Distribution

Your final grade for this course will be derived from the following:

- **Class Participation**: 10%
- **Homework Problem Sets**: 10%
- **Case Analysis**: 40%
- **Strategic Marketing Plan Project**: 40%

**Class Participation**

Participation includes reading the chapters, discussion with other participants about current marketing issues, posting and responding to classmates' posts regarding discussion cases and involvement in the weekly project work with your project team. There are mandatory chat sessions in weeks 1-14. Each student is allowed two excused absences. Participation also includes quality of individual performance in the marketing planning team project. A peer evaluation process will be used to assess each team member's contribution to the Strategic Marketing Plan Project. Each of these participation areas carries equal weight.

**Homework Problem Sets**

Students will complete a set of assigned problems involving basic accounting and financial concepts including breakeven analysis, net present value of various new product options, customer lifetime value analysis, and creating preformal income statements. There is a total of 6 exercise to complete and each exercise will carry equal weight. Partial credit will be given for calculations that use the appropriate analysis framework but have errors in one area of the computations.
Case Analyses

Four written case analyses are assigned in the course. Each case submission will be worth 10% of the student’s grade in the course. Each case will entail a 3 page (maximum) outlined analysis and recommendations for the firm or organization that is the object of the case. Students will be respond to specific questions used to guide the written work.

Each of the four cases will be the topic of discussion in chat sessions following the student’s submission of their cases write-up. Case submissions will be based upon how the student:

1) directly addressed the case analysis issues provided for the case
2) showed a strong grasp of course material and concepts in answering the case questions
3) offered recommendations that were both comprehensive and logically consistent
4) made good use of an outline or bulleted point format in answering the case questions.

Note: Students have the option of writing a short paper on a marketing topic fitting their interests instead of writing Case Study #4. The short paper can also be used as a vehicle for extra credit toward the course grade. The topic must be approved by the course facilitator. The recommendation recommended length is 3 to 4 pages with documentation and citations.

Strategic Marketing Plan Project

You will be assigned to a team of 5-6 class members. Your team will select an organization and create a Situation Analysis and Strategic Marketing Plan for your client’s management, presenting your report in a paper of approximately 20 pages. Several phases of activities during the course will lead your team to the completion of your final project. In addition, you will be graded on your review and assessment of another team’s project.
At the start of the course, you will be given the names and contact information for your team members. It is important that your team select your client organization as soon as possible. (Teams in the Health Care sections must select a health-related organization, while other sections of the industry are open to the rest of the groups.) You will then be asked to submit a short proposal covering the who, what, where, and when of the target organization. The professor and facilitators will approve your client organization by the end of that week so that your team can move forward with its research.

Your team will also need to submit periodic progress reports and outlines of your Situation Analysis and Strategic Marketing Plan throughout the course. Your team will submit your completed Situational Analysis report in Module 7 and your completed Strategic Marketing Plan in Module 14. Again, use the recommended outlines for the full reports found in Blackboard and material in the text to see that all the aspects of the report have been covered.

Your team will present your final report via a narrated PowerPoint document to another team of 5-6 colleagues and your team should be prepared to defend it. They, in turn, will present their project findings to your team for similar feedback. This team round-robin feedback occurs the final week of the semester.

Your team project accounts for 40% of the overall course grade. Within this:

- Final Project Report 65%
- Final Presentation 15%
- Peer Review 10%
- Proposal, Outlines, Progress Reports, Situation Analysis, etc. 10%

Note: While your team’s grade will be equal to your individual grades, team members will be given the opportunity to review their teammates at the end of the semester. The instructor reserves the right to adjust overall team member grades based upon exceptional or poor contributions to the team project.
Final Written Project Grading Criteria/Rubric

Followed the Situation Analysis and Marketing Strategy Formats provided in the BB Attachment with good depth in each section 10%

Developed a reasonably comprehensive Situation Analysis and SWOT, offered strategic insights, and provided some tactical detail 25%

Demonstrated a strong graduate-level performance in research and documentation, with interviews and source material cited 20%

Professionalism in the paper in terms of appearance, organization, and writing style 10%

Created a reasonably comprehensive marketing plan offering both strategic and tactical detail 25%

Strong materials concerning financials, control processes, and metrics for plan evaluation 10%

Expectations

Many of the learning activities require you to share your opinions with your classmates. It is, therefore, very important that you, as well as your classmates, post on the discussion boards and submit assignments on a timely basis. Timely submission will enrich that week’s discussion and your learning. Since marketing, of course, is a combination of art and science, feedback and discussion of best practices in marketing on a disciplined, timely basis facilitates the learning process.

Disability Support Services

If you need disability accommodations, please register with Disability Support Services (DSS) at disabilitysupport.gwu.edu/registration. If you have questions about
disability accommodations, contact DSS at (202) 994-8250 or dss@gwu.edu or visit them in person in Rome Hall, Suite 102.

Late Work and Delays

All assignments must be completed. The penalty for late assignments is 5% per day of delay. If for any reason you are unable to meet any assignment deadline, contact the course facilitator. A day is defined as that period of 24 hours from midnight to midnight. Extensions may be granted under mitigating circumstances.

Online Discussion Meetings

Professor Dyer will host weekly presentations/discussions as noted in the course schedule. These are mandatory and will use the Blackboard Collaborate tool you may access in the Blackboard course. We will typically cover a case study for discussion in these sessions, and students can also ask questions about the course, the assignments, and the project, as well as inquire about marketing topics in general.

Students who have a conflict will be able to review a recording of the session, but you should make every effort to attend the live sessions.

Instructor Response Time

Professor Dyer or the Course Facilitator, Sarah Schultz, will respond to emails within 24 hours on weekdays, or on the next business day over weekends and holidays.

We will return assignments within one week. Grades and feedback will be posted on Blackboard under "My Grades" in the course menu.
Netiquette

Please observe the following rules of netiquette for communicating online:

- Remain professional, respectful, and courteous at all times.
- Remember that a real human being wrote each post and will read what you write in response. It is easy to misinterpret discussion posts. Let’s give the benefit of the doubt.
- If you have a strong opinion on a topic, it is acceptable to express it as long as it is not phrased as an attack. Please be gracious with differing opinions.
- When upset, wait a day or two prior to posting. Messages posted (or emailed) in anger are often regretted later.
- Proofread and use the spell check tool when you type a post. It makes the post easier to read and helps your readers understand what you are saying.

I reserve the right to delete any post that is deemed inappropriate without prior notification to the student. This includes any post containing language that is offensive, rude, profane, racist, or hateful. Posts that are seriously off-topic or serve no purpose other than to vent frustration will also be removed.

Course Facilitators

Your facilitator is a valuable resource for you in taking this course. Your Facilitator, Sarah Schultz, will have a QA board on their Blackboard site for your Discussion Section. Post any questions you have about the course to the Q&A discussion board in Blackboard rather than sending the questions by email (unless it is a personal matter, in which case email is fine) so all students may benefit from the answer.

Technology Support

If you have other technical questions about Blackboard, see the resources provided under Support Services and Blackboard Help in the course menu. You may also contact the GW School of Business MBA office.
Course Outline

All online class discussion meetings will be held Tuesdays, 9 p.m. - 10 p.m. EST. Additional readings and videos may be added throughout the semester. Check the Blackboard Calendar for due dates and times on assignments.

Module 1: Introduction to Course and Core Marketing Concepts
Tuesday, January 17 – Sunday, January 22

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<tr>
<th>Readings</th>
<th>Chapter 1, Kotler and Keller</th>
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<td>Hovding Sweden Case</td>
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<td>Videos and Lectures</td>
<td>Course introduction</td>
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<td>Video lecture</td>
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<td>Seth Godin, The Tribes We Lead</td>
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<td>Online Discussion Meeting</td>
<td>Hovding case</td>
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<td>Assignments</td>
<td>Discussion Board: Class Introductions</td>
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<td>Meet Your Project Group</td>
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Module 2: Marketing Strategy and Plans
Monday, January 23 – Sunday, January 29

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<tr>
<th>Readings</th>
<th>Chapter 2, Kotler and Keller</th>
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<td>What Marketing Is (PDF)</td>
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<td>Hovding Situation Analysis example</td>
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<td>“Estill Medical Technologies: Thermal Angel” Case</td>
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<td>Videos and Lectures</td>
<td>Video lecture</td>
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<td>Online Discussion Meeting</td>
<td>Marketing a medical technology project</td>
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<td>Guest lecture by Estill Medical Technologies CEO</td>
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<td>Assignments</td>
<td>Proposal - Situation Analysis</td>
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Module 3: Demand Forecasting and Market Research  
Monday, January 30 – Sunday, February 5

| Readings               | Chapter 3, Kotler and Keller  
|                       | Hovding Marketing Research Process  
|                       | Use of the ATAR Model in Demand Forecasting |

| Videos and Lectures    | Video lecture  
|                       | Video lecture |

| Online Discussion      | Playa Dorada Tennis Club case |

| Meeting                | Playa Dorada Tennis Club case |

| Assignments            | Case Analysis - Playa Dorada Tennis Club  
|                       | Progress Report - Situation Analysis |

Module 4: Consumer Loyalty and Consumer & Industrial Buyer Behavior  
Monday, February 6 – Sunday, February 12

| Readings               | Chapters 4 and 5, Kotler and Keller  
|                       | “Starbucks’ Loyalty Reigns” by Murray (2016), Harvard Business Review  
|                       | “Customer Profitability and Lifetime Value” by Ofek (2002), Harvard Business Review |

| Videos and Lectures    | Video lecture |

| Online Discussion      | Starbucks case  
|                       | McKinsey article |

| Meeting                | Starbucks case  
|                       | McKinsey article |

| Assignments            | Homework Problem Set #1  
|                       | Introduction Outline - Situation Analysis |
## Module 5: Segmentation and Targeting  
Monday, February 13 – Sunday, February 19

| Readings          | Chapter 6, Kotler and Keller  
|                  | “Accor: Strengthening the Brand with Digital Marketing” by Avery, Dev, and O’Connor (2015), Harvard Business Review |
| Videos and Lectures | Video lecture  
|                  | Malcolm Gladwell, “Choice, Happiness, and Spaghetti Sauce”  
|                  | Joseph Pine, “What Consumers Want” |
| Online Discussion Meeting | Accor case |
| Assignments | Consumer and Marketing Research Outline - Situation Analysis |

## Module 6: Competitive and Brand Positioning  
Monday, February 20 – Sunday, February 26

| Readings          | Chapter 7, Kotler and Keller  
|                  | “Does Mattel’s Iconic Barbie Doll Need a Makeover?” by Robson and Beninger (2016), Harvard Business Review  
|                  | Hovding Positioning Statement  
|                  | How to Create Strong Brand Positioning in Your Market |
| Videos and Lectures | Video lecture  
|                  | Dan Cobley, “What Physics Taught Me About Marketing” |
| Online Discussion Meeting | Mattel case  
|                  | Present and respond to questions on your team project’s segmentation and targeting strategy |
| Assignments | Case Analysis - Does Mattel’s Barbie Need a Makeover?  
|              | Remaining Outline - Situation Analysis |
Module 7: Global Marketing and Situation Analysis Presentations  
Monday, February 27 - Sunday, March 5

| Readings | Chapter 18, Kotler and Keller (pp. 275 to 280 only)  
Washington Post articles on medical tourism (posted online)  
Medical Tourism Comes of Age  
Hovding Global Strategy Options  
Discounted Cash Flow Analysis |
| Videos and Lectures | Video lecture  
Amy Lockwood, “Selling Condoms in the Congo” |
| Online Discussion Meeting | Summarize your Situation Analysis |
| Assignments | Homework Problem Set #2  
Final Presentation - Situation Analysis  
Final Paper - Situation Analysis |

Module 8: Introduction to Marketing Decision Support Systems and Brand Equity  
Monday, March 6 - Sunday, March 13

| Readings | Chapter 8, Kotler and Keller  
Example of Analytical Hierarchy Process |
| Videos and Lectures | Video lecture  
Video lecture |
| Online Discussion Meeting | Role of MDSS in aiding major marketing decisions |
| Assignments | Select Target Markets - Strategic Marketing Plan |
## Module 9: Product Strategy and Branding
**Monday, March 20 - Sunday, March 26**

**Readings**
- Chapter 9, Kotler and Keller
- Hovding - Crossing the Chasm
- General Strategy of Marketing

**Videos and Lectures**
- Video lecture
- ABC News: IDEO - The Deep Dive
- Morgan Spurlock, "The Greatest TED Talk Ever Sold"

**Online Discussion**
- Tesla Motors case

**Assignments**
- Case Analysis - Tesla Motors
- Progress Report - Strategic Marketing Plan

## Module 10: Services Marketing and Pricing Decisions
**Monday, March 27 - Sunday, April 2**

**Readings**
- Chapter 10 and 11, Kotler and Keller
- "Pricing the Epipen: This Is Going to Sting" by Steenburgh (2016), Harvard Business Review
- "Marketing Analysis Toolkit: Breakeven Analysis" by Steenburgh and Avery (2010), Harvard Business Review
- "Welcome to the Experience Economy" by Pine and Gilmore (1998), Harvard Business Review
- "Clueing In Customers" by Berry and Benapudi (2003), Harvard Business Review
- Pricing Strategy for Products and Services
- "Marketing Analysis Tool"
**Videos and Lectures**
- Video lecture
- Video lecture
  - Seth Godin, “Getting Your Ideas to Spread”

**Online Discussion Meeting**
- Epipen case

**Assignments**
- Homework Problem Set #3
- Marketing Plan Draft - Strategic Marketing Plan

**Module 11: Customer Relationship Management (CRM) and Distribution Strategies**
Monday, April 3 - Sunday, April 9

**Readings**
- Chapters 12 and 13, Kotler and Keller
- “What Business is Zara In?” by Doiron (2015), Harvard Business Review
- Hovding Distribution Systems
- Customer Relationship Management

**Videos and Lectures**
- Video lecture
- Video lecture
  - Wired Business Conference: A Day in the Life of a Robot

**Online Discussion Meeting**
- Zara case

**Assignments**
- Continue final report and presentation for Strategic Marketing Plan
Module 12: Integrated Marketing Communications and Mass Communications
Monday, April 10 - Sunday, April 16

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<th>Chapters 14 and 15, Kotler and Keller</th>
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<td>“Hamilton Won More than Twitter” by Murray (2016), Harvard Business Review</td>
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<td>Rory Sutherland, “Life Lessons From an Ad Man”</td>
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<td>Meeting</td>
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| Assignments               | Continue final report and presentation for Strategic Marketing Plan |

Module 13: Digital Communications and Personal Communications
Monday, April 17 - Sunday, April 23

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<th>Chapters 16 and 17, Kotler and Keller</th>
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Module 14: The Future of Marketing and Final Marketing Plan Presentations
Monday, April 24 - Sunday, April 30

Readings
Chapter 18, Kotler and Keller
“Getting Started Using Marketing Metrics” by Best Marketing Metrics Solutions

Videos and Lectures
Video lecture
Video lecture

Online Discussion Meeting
Future trends in marketing

Assignments
Peer Review – Strategic Marketing Plan

Finals Week
See University Academic Calendar

Assignments
Final Report – Strategic Marketing Plan
Final Presentation – Strategic Marketing Plan