Bryan School of Business and Economics
MBA 706-51D: Marketing Management
Spring 2016 (11 January to 26 April)

This syllabus is subject to change as the semester/session progresses to accommodate instructional and/or student needs.

Instructor: Nir Kshetri, Ph D
Email: nbkshetr@uncg.edu
Graduate Assistant: TBA
Phone: 334-4530 (O)
Office Hour: M1-2 PM
Day/time: Monday 2-4:45 PM
Classroom: BRYAN 204
Office location: 368 BRYAN

Required Text
Prerequisites/Co-requisites:

None

Catalog Description:

Issues related to the marketing process, major trends and forces that are changing the marketing landscape, marketing information, building and managing brands, marketing strategy and roles of ethics in marketing.

Student Learning Outcomes:

At the completion of the course, students will be able to:

1) Demonstrate an understanding of marketing and the marketing process.
2) Identify the major trends and forces that are changing the marketing landscape.
3) Locate, interpret, and evaluate marketing information for decision making.
4) Evaluate the obstacles and challenges in building and managing brands.
5) Analyze the changes in marketing strategies during the product’s life cycle.
6) Evaluate the internal and external forces that influence an organization’s marketing strategy.
7) Assess the attractiveness of a market segment.
8) Evaluate the roles of ethics in marketing activities.
9) Apply the tools and concepts learnt in the course to develop a customer-driven marketing strategy and mix.

Teaching Methods and Assignments for Achieving Learning Outcomes:

The course will be organized around short lectures, case analyses, in-class and online discussions and case and paper presentations. Topics covered include:

• Marketing: Creating and Capturing Customer Value
• Company and Marketing Strategy: Partnering to Build Customer Relationships
• Analyzing the Marketing Environment
• Managing Marketing Information
• Conducting Marketing Research
• Customer-Driven Marketing Strategy: Creating Value for Target Customers
• Products and Services
• Brands
• New-Product Development and Life-Cycle Strategies
• Pricing
• Marketing Channels, Retailing and Wholesaling
• Communicating Customer Value
• Direct Marketing
• E-commerce
• Global Marketing
• Marketing Ethics and Social Responsibility

**Evaluation and Grading Policy**

**Online Participation and Contribution (150 points)**

Participation in online discussion is an important component of this course. You are expected to login regularly, read items posted by other course participants and contribute to the discussion topics. The purpose of online discussions is to supplement the materials covered in class. Your posts enhance and enrich not only your own learning but also that of your fellow course participants.

Two of the posts are required to be on the topic “Online video contribution”. Your posts on this topic will be about videos available online (e.g., YouTube) to help understand some concepts related to marketing. As an example of a post, see the item “McDonald's Celebrates 20th Birthday in Russia” (Nir Kshetri).

At least one of the posts is required to be on readings from the folder “Additional cases and articles for online discussion” in the course document area.

Discussion posts are evaluated using the following criteria:

a) Have you done additional research and included source(s) of your information? You need to include each reference in its complete form, not just the link.

b) Have you connected your discussion with materials from your textbook or those discussed in the class?

c) Have you connected your posts with the current business related events (some of them)?
d) Do your posts refer to other course participants’ posts (some of them)?

e) Are your posts uniformly distributed throughout the session?

f) Are they sufficient long (that is, at least 2 paragraphs)?

ɡ) Are they insightful and provide the reader with new ideas?

The last day for posting on Discussions is **April 25, 2016.** Please copy all your posts in **ONE** word document and email me before the end of the semester. Make sure that each post has the date you posted.

**Physical Attendance, Participation and Contribution (75 points)**

I will take attendance at every class session. If you miss a class, it is your responsibility to check with another student to find out if any changes were made and to be prepared for such items when you return to the next class.

You should complete all reading assignments and be prepared to discuss those assignments. It is important that you participate in class discussions. However, please note that quality, not quantity, is important in the discussion.

In addition, the following factors will also be considered:

- Courtesy (cell phones/pagers off; absence of extensive side conversations)
- Attentiveness (focus directed to the presenter, not distracting others)
- Asking questions to groups presenting the cases
- Providing comments and critiquing reading materials and cases.

**Inclement Weather Policy:** If we experience snow, sleet, etc., we will follow the University’s decision as to holding class. Use your good judgment in such cases. If you do not feel you can safely make it to class, do not come.

**Exam 1 (100 points)**

More details will be available.

**Exam 2 (100 points)**

More details will be available.

**Exam 3 (200 points)**
More details will be available.

**Case Analysis: 150 points**

You are required to analyze the case, “Alibaba and the 2,236 cyber thieves”. While there is no one “correct” approach to organizing a written case analysis and presentation, I expect you to adhere to the guidelines provided as close as possible.

**Final Group Project: 225 points**

In the final group project, you are required to prepare Big Data strategy for an organization. More details will be available online.

Please submit a 1-2 paragraph description of your final project by **January 31, 2016**.

**Grading Scale:**

Points possible for the various evaluation components are summarized below:

<table>
<thead>
<tr>
<th>Component</th>
<th>Points possible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online Attendance, Participation and Contribution</td>
<td>150</td>
</tr>
<tr>
<td>Physical Attendance, Participation and Contribution</td>
<td>75</td>
</tr>
<tr>
<td>Exam 1</td>
<td>100</td>
</tr>
<tr>
<td>Exam 2</td>
<td>100</td>
</tr>
<tr>
<td>Exam 3</td>
<td>200</td>
</tr>
<tr>
<td>Case Analysis</td>
<td>150</td>
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<tr>
<td>Final Project</td>
<td>225</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>1,000</strong></td>
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**Scoring System for the Final Grade**

The following scoring system will be used for the final grade.

<table>
<thead>
<tr>
<th>Score</th>
<th>Grade</th>
<th>Score</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>950 – 1,000</td>
<td>A</td>
<td>790 – 819</td>
<td>B-</td>
</tr>
<tr>
<td>915 – 949</td>
<td>A-</td>
<td>760 – 789</td>
<td>C+</td>
</tr>
<tr>
<td>870 – 914</td>
<td>B+</td>
<td>740 – 759</td>
<td>C</td>
</tr>
<tr>
<td>820 – 869</td>
<td>B</td>
<td>0 – 739</td>
<td>F</td>
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</tbody>
</table>

The following criteria will apply to the grading of assignments
A: Work that demonstrates not only a clear understanding of the material under study, but also a superior ability to utilize that material in the assignment. All criteria are met. The student’s work goes beyond the task and contains additional, unexpected or outstanding features.

B: Work that demonstrates a good understanding of the material under study, and utilizes the material well in the assignment. The student meets the assignment criteria, with few errors or omissions.

C: Work that fails to demonstrate a basic or technical understanding of the material under study, and fails to use relevant material in the assignment. Work may not address one or more criteria or may not accomplish what was asked.

F: Work that is incomplete, inappropriate and/or shows little or no comprehension of the material under study.

**Tentative Course Schedule**

<table>
<thead>
<tr>
<th>Week</th>
<th>Detail</th>
<th>Remarks</th>
</tr>
</thead>
</table>
| 1 (1/11) | • Course Overview  
• Marketing: Creating and Capturing Customer Value  
• Social media, cloud computing, Big Data and marketing issues | • Chapter 1 |
| 2 (1/18) | • Dr. Martin Luther King Jr. holiday, no class | |
| 3 (1/25) | • Marketing: Creating and Capturing Customer Value (Contd.)  
• Company and Marketing Strategy: Partnering to Build Customer Relationships | • Chapters 1-2 |
| 4 (2/1) | • Analyzing the Marketing Environment  
• Managing Marketing Information to Gain Customer Insights  
• Discussion of case/article: The Evolution of the Chinese Online Gaming Industry (Please refer to the folder “Additional cases and articles for online discussion” in course document area) | • Chapters 3-4  
• Exam 1 online. This exam will open on 2/1 at 5 PM and will be available for 48 hours. |
| 5 (2/8) | • Social media and marketing issues (contd.)  
• Cloud computing and marketing issues  
• Big Data and marketing issues  
• Articles:  
• The Economics of Social Media and Virtual Community  
• Cloud Computing in Developing | • Handouts |
<table>
<thead>
<tr>
<th>Date</th>
<th>Topics</th>
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<tbody>
<tr>
<td>6 (2/15)</td>
<td>- Understanding Consumer and Business Buyer Behavior</td>
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<td>- Customer-Driven Marketing Strategy: Creating Value for Target Customers</td>
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<td></td>
<td>- Chapters 5-6</td>
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<tr>
<td>7 (2/22)</td>
<td>- Products, Services, and Brands: Building Customer Value</td>
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<td></td>
<td>- Developing New Products and Managing the Product Life-Cycle</td>
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<td></td>
<td>- Discussion of case/article: Barriers to Branding for Developing World-Based Firms and Some Mechanisms to Overcome Them: A Conceptual Framework (Please refer to the folder “Additional cases and articles for online discussion” in course document area).</td>
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<tr>
<td></td>
<td>- Chapters 7-8</td>
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<tr>
<td>8 (2/29)</td>
<td>- Final Group Project: progress report and presentation</td>
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<td>9 (3/7)</td>
<td>- Spring Break, no class</td>
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<td>10 (3/14)</td>
<td>- Pricing: Understanding and Capturing Customer Value</td>
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<td>- Marketing Channels: Delivering Customer Value</td>
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<td></td>
<td>- Chapters 9-10</td>
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<td>- Case analysis due: 11:59 PM, 3/14/2015 (“Alibaba and the 2,236 cyber thieves”)</td>
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<tr>
<td>11 (3/21)</td>
<td>- Retailing and Wholesaling</td>
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<td>- Communicating Customer Value: Advertising and Public Relations</td>
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<td>- Discussion of case/article: The economics of click fraud (Please refer to the folder “Additional cases and articles for online discussion” in course document area).</td>
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<td>- Chapters 11-12</td>
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<td>- Exam 2 online. This exam will open on 3/21 at 5 PM and will be available for 48 hours.</td>
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<tr>
<td>12 (3/28)</td>
<td>- Personal Selling and Sales Promotion</td>
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<td>- Direct and Online Marketing: Building Direct Customer Relationships</td>
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<td></td>
<td>- Discussion of case/article: Barriers to E-Commerce and Competitive Business Models in Developing Countries: A Case Study</td>
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<td></td>
<td>- Cross-national Heterogeneity in E-retail Spending: A Longitudinal Analysis of Economic, Technological and Political Forces</td>
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<td></td>
<td>- Chapter 13-14</td>
</tr>
<tr>
<td>Date</td>
<td>Topics</td>
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| 12 (4/4)  | • The Global Marketplace  
• Sustainable Marketing: Social Responsibility and Ethics  
• Discussion of cases/articles (Please refer to the folder “Additional cases and articles for online discussion” in course document area):  
  1. Sustainability Entrepreneurship and Global Competitiveness in the Clean Technology Industry: A Framework and a Case Study  
  2. The Development of Market Orientation: A Consideration of Institutional Influence in China (Please refer to the folder “Additional cases and articles for online discussion” in course document area).  
  3. Mobile Payment in Emerging Markets |
| 12 (4/11) | • Class/Online discussion: social media  
• Class/Online discussion: other articles (See the List of Additional Cases/Articles) |
| 12 (4/18) | • Final project presentation |
| 12 (4/25) | • Final project presentation/Exam 3  
  • Chapter 15-16  
  • Exam 3 online. This exam will open on 4/25 at 5 PM and will be available for 48 hours.  

**List of Additional Cases/Articles**

1. The Economics of Social Media and Virtual Community
2. Big data's impact on privacy, security and consumer welfare.
3. The emerging role of big data in key development issues: opportunities, challenges, and concerns.
4. Privacy and Security Aspects of Social Media: Institutional and Technological Environment
5. Cloud Computing in Developing Economies
7. Cloud Computing and EU Data Privacy Regulations
8. The Evolution of the Chinese Online Gaming Industry
9. The economics of click fraud
11. Barriers to E-Commerce and Competitive Business Models in Developing Countries: A Case Study
12. Cross-national Heterogeneity in E-retail Spending: A Longitudinal Analysis of Economic, Technological and Political Forces
13. Sustainability Entrepreneurship and Global Competitiveness in the Clean Technology Industry: A Framework and a Case Study
14. The Development of Market Orientation: A Consideration of Institutional Influence in China
15. Mobile Payment in Emerging Markets

**Academic Integrity Policy:**

Students are expected to adhere to the Academic Integrity Policy on all assignments and tests. The syllabus will provide a link to the complete description of the Academic Integrity Policy as found in the UNCG Graduate Bulletin.  
[http://academicintegrity.uncg.edu/complete/](http://academicintegrity.uncg.edu/complete/)

**Final Examination:**

There will be no final proctored examination.

**Additional Requirements:**

**Late Work Penalty**

Assignments may not be submitted late. Exceptions will be granted only in rare circumstances and be evaluated on a case-by-case basis.

**Expectations of Students**

Students in the Bryan School are also expected to adhere to the Student Code of Conduct. Further details may be found at  
[http://academicintegrity.uncg.edu/complete/](http://academicintegrity.uncg.edu/complete/) and  
[http://studentconduct.uncg.edu/policy/code/](http://studentconduct.uncg.edu/policy/code/). The Bryan School has additional expectations and guidelines for students to follow which can be found at  

**Expectations of Faculty**

The Bryan School expects its faculty to conform to all existing UNCG codes and policies. These are found at [http://provost.uncg.edu/faculty/h_section4.asp](http://provost.uncg.edu/faculty/h_section4.asp) In addition, the Bryan School has expectations and guidelines for faculty to follow which can be found at [http://www.uncg.edu/bae/faculty_student_guidelines.pdf](http://www.uncg.edu/bae/faculty_student_guidelines.pdf).
Instructor Information

Nir Kshetri is Professor at Bryan School of Business and Economics, The University of North Carolina-Greensboro (UNCG). He is a research fellow at Research Institute for Economics & Business Administration - Kobe University, Japan. Nir holds a Ph D in Business Administration from University of Rhode Island; an M.B.A. from Banaras Hindu University (India); and an M. Sc. (Mathematics) and an M. A. (Economics) from Tribhuvan University (Nepal).

Nir’s previously held positions include faculty member at Kathmandu University (Nepal) and visiting lecturer at Lancaster University (U.K.). He has held visiting professorship in Kobe University, Japan, European Business School, Paris, France, Bad Mergentheim Business School, Baden-Wuerttemberg, Germany, Transatlantik-Institut, Fachhochschule Ludwigshafen am Rhein, Germany and Konrad Lorenz University, Bogota, Colombia. During 1997-99, Nir was a consultant and a trainer for the Food and Agricultural Organization (FAO) of the United Nations, German Technical Cooperation (GTZ) and Agricultural Development Bank of Nepal.


Nir participated as lead discussant at the Peer Review meeting of the UN’s Information Economy Report 2013 and Information Economy Report 2015. Other UN Agencies such as International Telecommunications Union, Comisión Económica para América Latina y el Caribe (CEPAL) and the Internet Governance Forum, the US Army War College and private organizations have invited him to give talks on cybersecurity and other topics. Nir has travelled to about ninety countries. He has given lectures or presented research papers (over 155) at various national and international meetings/conference in Azerbaijan, Argentina, Canada, Chile, China, Colombia, Croatia, Czech Republic, Denmark, Dominican Republic, Ecuador, Estonia, France, Germany, Greece, Guatemala, India, Indonesia, Italy, Japan, Malaysia, Mongolia, Morocco, Myanmar, Nepal, New Zealand, Oman, Portugal, Romania, Serbia, South Africa, South Korea, Singapore, Sweden, Switzerland, Thailand, Taiwan, the Philippines, the U.K., the U.S., Tunisia, Turkey and Uganda.


Nir has been interviewed and/or quoted in over 60 magazines and newspapers published from Australia, Brunei, Canada, China, Colombia, France, India, Italy, Japan, Malaysia, Mexico, Morocco, New Zealand, Qatar, Tanzania, Thailand, the Philippines, the U.S., United Arab Emirates and other countries including HPC in the Cloud, Foreign Policy, Telecommunications, Simply Security, The Business Journal of the Greater Triad Area, Jamestown News, Greensboro News and Record, El Nuevo Herald, Mother Nature Network, Gulf-Times.com, The Times of India, news24.com, Canoe.ca, keybiz.it, afaitsmaroc.com, rtbf.be, livemint.com, World News Australia, Brunei Times, Leadership Magazine and High Point Enterprise. Nir’s work has also been featured at the UNCG homepage.
Please submit this form by January 31, 2016. You can copy and paste in an email message.

Your full name

The name you preferred to be called

Your hometown

Your telephone number

Your educational and career goal

Other information you would like me to know about you