



Illinois Institute of Technology  
 Stuart School of Business  
 Course Syllabus  
 Fall 2011

### Instructor Information

Name: ARJUN CHAKRAVARTI, Ph.D.  
 Office: DTC 451, Main campus: 3424 Building, 4<sup>th</sup> Floor, Room 4B8-1  
 Telephone: 312-906-6541  
 Fax:  
 Email: arjun.courses@gmail.com  
 Office hours: DTC: Monday before and after class, Thursday after evening class;  
 Main campus: Tuesday, Thursday before class  
 TA Information:

### Course Information

Course #: BUS 371  
 Course name: INTRO TO MARKETING  
 Course description: This course provides a substantive introduction to marketing in the organization. As the premier university in the United States, we follow a treatment that sets a “design orientation” at the center of the agenda. “Design-oriented marketing strategy” begins with a consumer-centric view of the organization. What can consumers tell us (or not) about how to innovate for their needs? What are the best methods to measure it? How do we use social sciences (Economics, psychology, etc.) to make sense of it? After developing an understanding of the consumer, we attempt to understand which consumers we are best able to serve given our capabilities and those of our collaborators and competitors. The design-oriented process in effect allows us to price products and experiences to consumer needs.

With these insights, we are now able to assess which strategic and tactical activities (partnerships, promotions, pricing tactics) are most suitable to make consumers aware of the value that you provide and to keep them loyal.

## Strategically Competitive



Course day and time: Monday evenings 6-8:30 pm; Thursday evenings 6-8:30 pm

Course Objectives:

Pre-requisites: None, although knowledge of basic algebra will be assumed. Pre-requisite background in microeconomics and very basic statistical reasoning will be provided in Week 2 of class.

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### Required Course Materials

Text: Readings and Cases provided by Harvard Business School (see Blackboard for link. Other readings will be provided on Blackboard

Materials:

Software: Word processor and spreadsheet package.

Programming Skills: You will be asked to occasionally implement a simple regression analysis using software available in the Stuart labs or as part of the Excel "Data Analysis Toolkit"

Text References: Please refer to the Harvard Business School link for appropriate references.

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### Optional Textbook

Supplemental texts/readings: Noel Capon, Managing Marketing in the 21<sup>st</sup> Century

As I teach this course from the perspective of design-oriented marketing strategy, some students may benefit from Capon's treatment.

### Course & Instructor Policies

Make-up: Make-ups are allowed only in the case of personal injury or family emergency. Problems such as "busy week at work" do not constitute an emergency. Please plan ahead to finish work by the due date.

Late work: Under no conditions is late work is not accepted as we generally discuss answers in class on the due date.

Class attendance: You are expected to attend class and contribute to course discussion. Missing case discussions will result in a reduction in grade for the assignment.



**Classroom conduct:** Classmates and guest speakers are to be treated with the utmost respect and attention.

Please participate regularly and come prepared to the course. Students who are not contributing to the class discussion will see a reduction in their final grade.

Please allow others an opportunity to speak as well.

Conversation with classmates during lecture is extremely disruptive to other attendees. While we understand that many students are attempting to keep up with material by seeking clarification from friends, please be mindful that it disrupts the class.

Laptops and iPads are allowed provided that you remain focused on following course material. Web browsing (e.g., Facebook and checking email is prohibited). Disruptive students will be asked to leave class.

**Discipline:** Violations of the university honor code will result either in failure on the assignment with a warning. Blatant cases of cheating will result in dismissal from the course and disciplinary inquiry from the university.

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### Grading System/Policy

Percentages for assignments:

Major cases (2)	30	%
Problem Sets & Participation	15	%
Mid-Term, Final Exams	35	%
Final Project	20	%

Grade scale (for final grades):

A	92 % +
B	82 – 91 %
C	72 – 81 %
D	62 – 71%



Note: So that you can accurately project your grade through the semester, I will provide a curve for exams and major cases and assign letter grades (A+, A, A-) as each assignment is graded

Incompletes: Incompletes will be assigned at the discretion of the instructor. Arrangements must be made to complete the assigned material during the incomplete grades deadline during the following quarter.

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## **Disabilities**

Reasonable accommodations will be made for students with documented disabilities. In order to receive accommodations, students must obtain a letter of accommodation from the Center for Disability Resources and make an appointment to speak with me as soon as possible. My office hours are listed on the first page of the syllabus. The Center for Disability Resources is located in the Life Sciences Building, room 218, 312-567-5744 or [disabilities@iit.edu](mailto:disabilities@iit.edu)

## **Copyright/Plagiarism/Academic Integrity**

### **Rules on Plagiarism and Academic Integrity**

Plagiarism and other violations of academic integrity are strictly prohibited and subject to penalty as defined by the University. Information about the IIT academic requirements for graduate students can be found at:

[http://www.iit.edu/graduate\\_college/pdfs/Graduate Student Handbook.pdf](http://www.iit.edu/graduate_college/pdfs/Graduate_Student_Handbook.pdf)



The academic integrity material in the handbook is found at page 31 in the IIT student handbook. Other parts of the handbook also contain material and rules that apply to graduate students. Students will be expected to conform to the rules and procedures set forth in the handbook.

The code of conduct governing writing by students at IIT requires original writing, prohibits plagiarism and provides severe sanctions for plagiarism. Original writing consists of thinking through ideas and expressing them in your own way. If the ideas are from other sources, use footnotes or other citation methods to indicate the source of the ideas. Plagiarism is the act of passing off someone else's work or ideas as your own. The sanctions include, but are not limited to, expulsion and the imposition of a punitive grade of 'E'.

### What is Plagiarism?

Often there is some confusion as to what constitutes plagiarism. Plagiarism is the act of passing off someone else's work as your own. To assist in providing an understanding of the types of writing that constitute plagiarism, three types of are each discussed below. Also discussed below is the problem of "string citations." String citations are not plagiarism, but many professors will reject string citations because they are not the student's original work.

Word for Word copying: The use of any phrase or excerpt from another source requires the use of quotation marks around the copied material, or if the material is more than a few lines, the copied material should be placed in its own indented paragraph. A citation in proper form is always required to identify the source.

Plagiarizing by Paraphrase: When a writer uses a source, substitutes words and sentences, or even changes the order but keeps the meaning of the original, a citation is required. In the example given below, the original is on the left. The paraphrase in the right box constitutes plagiarism.

Original: It is not generally recognized that at the same time when women are making their way into every corner of our work-world, only one percent of the professional engineers in the nation are female. A generation ago, this statistic would have raised no eyebrows, but today, it is hard to believe.

Paraphrase: Few people realize now that women are finding jobs in all fields, that a tiny percentage of the country's engineers are female. Years ago this would have surprised no one, but now it seems incredible.



The writer could avoid plagiarism here by acknowledging the source and providing a proper citation.

**Mosaic Plagiarism:** Here the writer lifts phrases and terms from the source and embeds them in his own prose. An example follows in which the lifted phrases are underlined:

The pressure is on to get more women into engineering. The engineering schools and major corporations have opened wide their gates and are recruiting women zealously. Practically all women engineering graduates can find attractive jobs. Nevertheless, at the moment, only one percent of the professional engineers in the country are female.

Mosaic plagiarism is sometimes caused by careless note taking. However, it looks dishonest and is judged as such. The use of quotation marks around the original wording and citation avoid the problem of plagiarism. Often a better approach is to use paraphrase or to quote directly (with appropriate citations).

Plagiarism can be avoided by providing citations for the sources of any material, including *ideas, phrases, or sentences* that you have used in your paper. A number of different systems are available for providing citations. The key to all of them is that the writer must clearly identify for the reader the sources of all material (including ideas) that have come from somewhere else.

**String Quotation Problem:** Sometimes a student will write a paper consisting of a string of quotations. It is usually much better for a student to provide his or her own analysis and write the paper in his or her own words. Many professors will reject a paper consisting primarily of material quoted from other sources because they do not view such a paper as the student's own work. You should understand your professor's view with respect to string quotations prior to writing your paper.

EARNED EXCELLENCE



THE BEST BUSINESS SCHOOLS  
IN THE WORLD

IIT Stuart School  
of Business



ILLINOIS INSTITUTE OF TECHNOLOGY

## Academic/Class Calendar & Assignments

See below



Marketing Management Readings						
Week	Date	Day	Topic		SOURCE	YEAR
1		Part I	Course Expectations & Marketing Strategy Intro			
		Part II	Ideation and innovation using the Design to Price Process			
		<b>READINGS</b>				
			1 <i>Raymond Corey, Marketing Strategy – An Overview.</i>		HBS	2003
			3 <i>Robert Dolan, Basic Quantitative Analysis for Marketing.*</i>		HBS	1986
			4 <i>Corey, The Use of Cases in Management Education.*</i>		HBS	1996
			5 <i>Environmental Visionaries: The Diaper Farmer, popsci.com</i>		BBD	2010
			6 <i>How to Build a Healthier Dessert, Foodprocessing.com</i>		BBD	2009
			7 <i>Brown &amp; Anthony, How P&amp;G Tripled its Innovation Success Rate</i>		HBS	2011
			8 <i>Bettencourt, Innovating on the Cheap</i>		HBS	2011
2		Part I	Macroeconomic Foundations of Consumer Behavior.			
		Part II	Microeconomic Foundations of Consumer Behavior			
			Introduction to Basic Empirical Analysis			
		<b>READINGS</b>				
			1 <i>Any micro text: review supply/demand, elasticities concepts</i>			
			4 <i>David Bell, Regression Analysis</i>		HBS	
			5 <i>Mark Parry, Conjoint Analysis</i>		HBS	
			6 <i>Anirudh Dhebar, Price-Quantity Determination</i>		HBS	
			7 <i>Flatters and Wilmott, Understanding the Post-Recession Consumer</i>		HBS	
3		Part I	Answering Questions from Week 2			
		Part II	Guest Speaker: Scott Nelson, Design and Rapid Prototyping			
		<b>USE THIS WEEK TO LEARN MATERIAL FROM WEEK 2</b>				
		<b>YOU WILL BE EXPECTED TO HAVE MASTERED MATERIAL FROM WEEK 2 BY THE END OF WEEK</b>				
4		Part I	Developing Consumer Insights: Value Analysis			
		Part II	Empirical methods for measure value: Hedoi	4		
			Value analysis and market segmentation/opportunity analysis			
		<b>READINGS</b>				
			1 <i>Daniel Gilbert, I'm OK - You're Biased, New York Times (Quick but fun read)</i>		BBD	
			2 <i>Malcolm Gladwell, Big and Bad, The New Yorker.</i>		BBD	2004
			3 <i>Capon, Chapters 6 and 8</i>		CAPON	
			4 <i>How Tide Cleaned Up the Competition</i>		BBD	2004
			5 <i>Urban, A Note on Consumer Market Segmentation</i>		HBS	
			6 <i>Urban, Mapping Consumers' Product Perceptions.</i>		HBS	
			7 <b>OPTIONAL:</b> <i>Capon, Chapters 6 and 8</i>			



5	Part I	Psychological foundations of consumer behavior		
	Part II	Developing Persuasion strategies		
<b>READINGS</b>				
	1	Lecture notes on consumer behavior	BBD	
	2	Cialdini, <i>Harnessing the power of persuasion, 2001</i>	HBS	
	3	Almquist, <i>Boost your Marketing ROI with Experimental Design</i>	HBS	
	4	<a href="#">Berthelsen, Asia's Consumer Revolution Gets Serious; Asia Times</a>	BBD	
	5	<i>To keep its cool, Scion's strategy is to sell fewer cars</i>	BBD	
	6	Chakravarti, <i>Evolution of Smoking (Powerpoint)</i>	BBD	
6	Part I	Using Consumer Psychology to Build Brands		
	Part II	<b>HARVARD CASE 1: Heineken Global Marketing.</b>		
<b>READINGS</b>				
	1	Keller, <i>Managing Brands for the Long-Run</i>	HBS	1999
	2	Optional : Capon, Appendix A		
7	Part I	Company Cost Analysis		
	Part II	<b>Wendy's Case Analysis</b>		
<b>READINGS</b>				
	1	OPTIONAL: Capon, <i>Chapters 3 and 5, Appendix A</i>		2003
	2	<b>HARVARD Case #2: Wendy's Chili: A Costing Conundrum (Read, no write up)</b>	HBS	
	3	Re-Read: Robert Dolan, <i>Basic Quantitative Analysis for Marketing.*</i>	BBD	
8	Part I	Strategy session on pricing yourself in the market.		
	Part II	Exam Prep		
<b>Work on take-home midterm</b>				
9	Part I	Strategies for pricing in competitive markets		
	Part II	Midterm Review		
<b>READINGS</b>				
	1	<i>Read my lecture notes</i>		
	2	Bryce et al, <i>Competing Against Free</i>	HBS	2011
	3	Optional: Capon chapter on competitive analysis		
10	Part I	Pricing with monopoly power (with and without intermediaries)		
	Part II	<b>HARVARD Case #3: BARCO (Graded)</b>		
<b>READINGS</b>				
	1	OPTIONAL: Capon, <i>Chapters 3 and 5.</i>	CAPON	
	2	<i>Follow my course notes closely</i>	BBD	
	3	Porter, <i>Note on the Structural Analysis of Industries</i>	HBS	1986
	4	BARCO case: Read and prepare to discuss in class	HBS	2004
	5	OPTIONAL Read for context: Arauco (A) Case: Forward Integration or Horizontal	HBS	2009



11	Part I	Pricing with Power: Discriminating Between Consumers		
	Part II	<b>Guest Speaker Application: Managing a Powerful Intermediary (Guillermo Krovblit, P</b>		
<b>READINGS</b>				
		1 Microeconomics textbook: Pricing in monopoly vs. perfect competition		
		2 See my lecture notes; My notes on pricing are extremely detailed.		
		3 <i>Stores See Google as Ally in E-Book Market, New York Times</i>	BBD	2010
		4 <i>Walmart Strongarms Suppliers....For Sustainability!, Fastcompany.com</i>	BBD	2010
		5 <i>Ansaldo, What the Dell/HP 3Par Buyout Really Means, PC WORLD</i>		
12	Part I	Pricing with Market Power II: Bundling and Assortment		
	Part II	<b>Harvard Case #4: Sealed Air (Graded)</b>		
<b>READINGS</b>				
		1 See my lecture notes		
		2 Dhebar, Price Discrimination	HBS	
		3 SEALED AIR: Read and prepare case		
		4 <i>American Airlines Rolls out Fees for Coach Seats, CNN.com</i>	BBD	2010
		5 <i>Ryanair to sell \$5 Seats for Standing Room Only Flights, The Telegraph</i>	BBD	2010
		6 <i>Google and Verizon's Net Neutrality Proposal Explained, Engadget.com</i>	BBD	2010
		7 <i>Understanding Credit Card Fees</i>		
13	Part I	Pricing Wrap; Using prices as information		
	Part II	<b>Application: Pricing the education market (Setup for final project)</b>		
<b>READINGS</b>				
		1 See my lecture notes		
		2 Read and prepare case for next week		
		3 <i>AT&amp;T Implements Metered Pricing for Wireless Users, The Heartland Institute</i>	BBD	2010
14	Part I	Review and clean-up session.		
	Part II	<b>Help with applications project.</b>		
<b>NO CLASS THURSDAY, NOV 24 (THANKSGIVING)</b>				
15	Part I	Integrated Marketing Communications: Allocating across Traditional and Social Media		
	Part II	<b>Course WRAP</b>		
<b>READINGS</b>				
		1 <i>OPTIONAL: Capon, Chapter 11 and 14</i>		
		2 Lecture notes		
		3 <i>In case of Emergency, What Not to Do, New York Times</i>		
		4 <i>Social Media Article (To be announced)</i>		
17	Part I	<b>FINAL EXAM IN CLASS</b>		
	Part II	<b>Final Application Project Due</b>		
<b>KEY</b>				
BBD	Available on Blackboard			
HBS	Follow the link to receive the academic rate: <a href="http://cb.hbsp.harvard.edu/cb/access/9853458">http://cb.hbsp.harvard.edu/cb/access/9853458</a>			
Capon	Capon Textbook (OPTIONAL)			