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

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Graduate Assistant: TBA  
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Required Text
Marketing: An Introduction, 10/E, by Gary Arr  
Copyright: 2011

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 (200 points)

Blackboard is an important component of this course. You are expected to login regularly, read other course participants’ posts and post to the discussion topics (at least ten posts are required). The purpose of online discussions is to supplement the materials covered in class. Your postings enhance and enrich not only your own learning but also that of your fellow course participants. Please feel free to post anything that contributes to our learning of marketing.

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

The last day for posting on the discussion board is June 20, 2012. Please copy all of 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 on the blackboard.

Exam 1 (100 points)

More details will be available on the Blackboard.

Exam 2 (100 points)

More details will be available on the Blackboard.

Exam 3 (200 points)

More details will be available on the Blackboard.

Case Analysis: 150 points
You are required to analyze a case. While there is no one “correct” approach to organizing a written case analysis and presentation, I expect you to adhere to the guidelines posted on the blackboard as close as possible.

**Final Project: 250 points**

In this assignment, you are required to prepare a case/report which analyzes how social media have been used in an organization. More details will be available on the Blackboard.

**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>200</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>
</tr>
<tr>
<td>Final Project</td>
<td>250</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,000</strong></td>
</tr>
</tbody>
</table>

**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>
</tr>
</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 (5/14-5/20) | • Course Overview  
  • Marketing: Creating and Capturing Customer Value  
  • Company and Marketing Strategy: Partnering to Build Customer Relationships  
  • Analyzing the Marketing Environment  
  • Managing Marketing Information to Gain Customer Insights | • Chapters 1-4                   |
| 2 5/20-5/26) | • Social media and marketing issues  
  • Cloud computing and marketing issues  
    Articles:  
    1. The Economics of Social Media and Virtual Community  
    2. Article: Privacy and Security Aspects of Social Media: Institutional and Technological Environment  
    3. Article: Cloud Computing in Developing Economies  
    4. Article: Privacy and Security Issues in Cloud Computing: The Role of Institutions and Institutional Evolution | • Exam 1 online                   |
| 3 (5/27-6/3)  | • Understanding Consumer and Business Buyer Behavior  
  • Customer-Driven Marketing Strategy: Creating Value for Target Customers  
  • Products, Services, and Brands: Building Customer Value  
  • Developing New Products and Managing the Product Life-Cycle | • Chapters 5-8  
  • Case analysis due 5/28: Kaspersky Lab: From Russia with Anti-virus |
List of Additional Cases/Articles

1. The Evolution of the Chinese Online Gaming Industry
2. BYD: Struggling To Overcome the Effects of the Global Financial Crisis
3. The economics of click fraud
5. Barriers to E-Commerce and Competitive Business Models in Developing Countries: A Case Study
6. Sustainability Entrepreneurship and Global Competitiveness in the Clean Technology Industry: A Framework and a Case Study
7. The Development of Market Orientation: A Consideration of Institutional Influence in China

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/

**Attendance Policy:**

Participation points are given to each class for attendance. To earn these points, you must stay for the entire period. Students who miss a class are expected to get the notes from missed lectures from their classmates, and to request missed class handouts from the instructor.

**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/ and http://studentconduct.uncg.edu/policy/code/. The Bryan School has additional expectations and guidelines for students to follow which can be found at http://www.uncg.edu/BAE/faculty_student_guidelines.pdf.

**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 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.
Instructor Information

Nir Kshetri is Associate 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). His undergraduate degrees are in Civil Engineering and Mathematics/Physics from Tribhuvan University.

Nir’s previously held positions include faculty member at Management School, Kathmandu University (Nepal) and visiting lecturer at Management School, Lancaster University (U.K.). He has held visiting professorship in a number of universities including 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 is an Advisory Council member of the Pacific Telecommunications Council (2011-2015). He is a faculty senate member and have headed and served on a number of committees in UNCG. He also served as a Board Member of the Communities in Schools of Greater Greensboro (2004-2007) and on International Business Advisory Board, University of Minho, Braga, Portugal (2009). Since 2010, Nir has served as a jurist for the Intelligent Community Forum.


In December 2010, Nir was invited by the United Nations in Geneva, Switzerland to speak on "Addressing security challenges on a global scale". Nir has travelled to about fifty countries. He has given lectures or presented research papers (over 120) at various national and international conference in Canada, China, Colombia, Czech Republic, Denmark, Dominican Republic, Ecuador, France, Germany, Greece, India, Italy, Japan, Morocco, Nepal, New Zealand, Oman, Portugal, Romania, South Africa, South Korea, Sweden, Switzerland, Thailand, Taiwan, the Philippines, the U.K., the U.S., Tunisia and Turkey. He has given invited talks at Harvard University, Cornell University, Duke University, Kobe University, University of Maryland (College Park), Bucharest Academy of Economic Studies, Romania, University of Pretoria and Temple University. In September 2010, Nir was a featured speaker at the Jamestown Business Association meeting. He has also been invited for keynote talks and webinars by businesses. In 2008, the Kauffman Foundation awarded him a grant to study Entrepreneurial Firms in OECD Economies.

Nir received Emerald Literati Network 2010 Award for Excellence for the article, "The evolution of the Chinese online gaming industry," published in the Journal of Technology Management in China. Nir was the winner of the 2008 Bryan School Teaching Excellence Award. He was also a finalist in the 2009 UNCG Alumni Teaching Excellence Award. Nir is also a two time winner of the Pacific Telecommunication Council’s Meheroo Jussawalla Research Paper Prize (2010 and 2008) and a finalist in the Management and Organization Review (MOR) Best Paper Award in the China Goes Global Conference organized by the Harvard University (October, 2008). Nir was also the runner up in the 2004 dissertation competition of the American Marketing Association's Technology and Innovations Special Interest Group and the winner of the 2001 Association of Consumer Research/Sheth Foundation dissertation award. He also won the first place in the Pacific Telecommunication Council’s Essay competition in 2001 and second place in the same competition in 2000. In May, 2006, the Information Resources Management Association (IRMA) presented Nir with the Organization Service Award for the Best Track Chair in the IRMA 2006 International Conference. During 2002-10, Nir ranked 8th-13th among the most popular authors of the NetAcademy Universe.

Nir has been interviewed by WFMY News 2 on Google’s Safari Tracking cookies controversy and Google’s privacy policy. In May 2011, HPC in the Cloud published a video-interview with Nir “Video Feature: The Cloud’s Criminal Element” (http://www.hpccloud.com/hpccloud/2011-05-17/video_feature_the_clouds_criminal_element.html). Nir’s works have also been featured in Foreign Policy’s Global Newsstand section (a publication of the Carnegie Endowment for International Peace), East-West Center News and in Providence Journal. He was pictured in the front page of Jamestown News on October 6, 2010. He was also pictured in the front page of Global Perspective, a publication of the Fox School’s Temple CIBER and Institute of Global Management Studies (Fall 2004). Nir has been quoted in magazines and newspapers such as Telecommunications, Simply Security, The Business Journal of the Greater Triad Area, Jamestown News, Greensboro News and Record, Leadership Magazine and High Point Enterprise. Nir’s work has also been featured at the UNCG homepage (www.uncg.edu).

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Head in the cloud

Dr. Nir Kshetri has become a go-to source for cybersecurity

http://ure.uncg.edu/prod/inspirechange/2011/12/02/head-in-the-cloud/
Bryan School of Business and Economics
MBA 706-41D/42D: Marketing Management
Summer 2012 (May 14-June 22, 2012)

Please submit this form by May 20, 2012. 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