



MKT 574 01W: CRM Spring, 2019

Instructor Information:

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Dr. Alma Mintu-Wimsatt, Professor of Marketing, received her Ph.D. in Marketing from the University of Kentucky in 1990. Dr. Mintu joined TAMU-Commerce in 1992. Since joining TAMU-C (then ETSU), Dr. Mintu-Wimsatt has been recognized both in research and teaching. She is a recipient of the William L. Mayo Professorship and a Citation from the Joseph H. Lauder Institute of Management and International Studies, The Wharton School and The School of Arts and Sciences, University of Pennsylvania. Of her many accomplishments, Dr. Mintu is most proud of being the runner up in the 2016 Access Capon Distinguished Teaching Competition from the Society of Marketing Advances; Paul W. Barrus Distinguished Faculty Award for Teaching from TAMUC and H.M. Lafferty Distinguished Faculty Award for Scholarship and Creative Activity from TAMUC. Dr. Mintu was also named in the 2004 Texas Monthly's Guide to Texas Colleges & Universities as one of the best instructors to take at TAMU-C.

New LEARNING MANAGEMENT SYSTEM (LMS) AND LOG-IN:

Effective Fall, 2018, a new LMS replaced eCollege. Preferred browser for D2L (by Brightspace): Firefox or Chrome

To get started, you will need your campus-wide ID (CWID) and password to log into the course. Log-in to myLeo student portal and from the top menu ribbon select Apps (2nd tab). Scroll down and click on MyLeo Online (D2L Brightspace). If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at (903) 468-6000 or helpdesk@tamuc.edu.

Alternatively, use the new myLeo Online URL (<https://myleoonline.tamuc.edu/d2l/login>). You will login to the new myLeo Online system using your CWID and password, just like you would login to the student portal [to get into eCollege]. If you have not already done so, please go ahead and test your login to the system and report any problems to the e-mail listed below.

Once you are logged-in your D2L account, scroll to the bottom to find “My Courses.” If you are having technical difficulty with any part of Brightspace (D2L), please contact Brightspace Technical Support at 1-877-325-7778 or click on the Live Chat or click on the words “click here” to submit an issue via email.

Dr. Mintu recognizes that the use of the new LMS will be challenging as this is only the 2nd semester of the roll-out. We just need to be patient with the learning process.

Academic Honesty Policy:

All students are required to read, sign (electronically - meaning that you type out your name) and date TAMU-C's Academic Honesty Policy (or AHP). The ADP will be e-mailed to you as an attachment by Dr. Mintu during the first day of class. It is also available for download under Week #1 tab. The AHP has to be returned immediately during the first week of class. Be sure to upload the signed copy to your AHP as the designated assignment. Do not email your submission to me. Refer to the end of the syllabus on "*How to...*"

Course Description & Objectives:

This course will keep MBA students in the cutting edge of today's marketing practices. This class will explore the opportunities and challenges presented by a popular business practice - Customer Relationship Management (CRM). CRM is considered the new "mantra" of marketing. It focuses on maximizing customer value. This is accomplished by the development and management of cooperative and collaborative relationships.

For the purposes of this course, emphasis will be placed on the development of an understanding of Relationship Marketing, CRM concepts and CRM applications through a series of discussions, cases, and exams.

The course has the following primary objectives:

1. To understand the premise of Relationship Marketing, the foundation for CRM, and the meaning of "creating value" for customers.
2. To identify the key elements of implementing a CRM strategy consistent with the changing legal and ethical parameters in business.
3. To understand the business-to-business (B2B) and business-to-customer (B2C) contexts of CRM.
4. To familiarize students with data mining and strategic uses of information.
5. To expose students to important companies with innovative CRM strategies.

This class will primarily rely on CURRENT popular press publications all found at TAMUC's library databases. Students will also need to use several search engines for discussion/case/exercise purposes.

Student Learning Outcomes:

Upon completion of the course, student should:

- 1) Have in-depth knowledge to key CRM concepts and how it relates to marketing;
- 2) Be able to integrate CRM concepts to real world applications;
- 3) Be cognizant of CRM challenges within the context of marketing; and
- 4) Be exposed to CRM mainstream marketing practices.

IMPORTANT NOTE:

There seems to be a STRONG belief among some students that web-based classes are easier than traditional face-to-face classes. This is not true at all – especially in Dr. Mintu's class!!! For this MKT 574 course, you will find that the schedule we will follow is quite rigorous; a degree of structure has been established; students are expected to keep up with the course's requirements; and, the exams are challenging.

All deadlines are absolute and no extra credit is available. A detailed syllabus is provided for your direction. Students are strongly advised to keep a hard copy of this syllabus handy at all times. E-mail Dr. Mintu (preferred) or use the Virtual Office for additional questions you may have.

Please read and review this syllabus carefully. *If you think that the set-up of this specific course will not work with your own schedule/style, please reconsider your enrollment and look for another option.* Since you have been forewarned, please do not email me during the course to 'complain' about the schedule. If you intend to drop this course, please make sure that all administrative requirements for dropping are completed. Otherwise, if your name appears in the class roster at the time grades are to be submitted - you will receive an "F."

Textbook:

There is NO required textbook for MKT 574. Instead, we will use a variety of external sources. This will mean that students would have to conduct extensive research - particularly in the mainstream business literature. A Reading List is included in this syllabus (see next section - Reading Materials). All these articles are available using TAMU-C library's electronic databases. It is the student's responsibility to search for the citations provided. If you are unfamiliar with how to use the library's databases to search for articles, review the "Looking for journal articles" guide reviewed/downloaded in the Library module under the "Need Help" tab.

Business magazines such as Forbes and Bloomberg Businessweek will also prove to be very beneficial. The library will have these business magazines. Specifically for Bloomberg Businessweek (formerly known as Business Week) and Forbes articles, if you are searching using their website - Businessweek.com & Forbes.com, note that dates/title may vary from the citation provided in your syllabus. However, if you use the library's electronic database - then the provided citation should be accurate.

Marketing News and Marketing Management are published by the American Marketing Association (AMA) and accessed using our library's database. If you do not access these journals using the library, membership will be required by AMA. Harvard Business Review and Harvard Business Review Digital Articles are also available in our library's database. By utilizing the library's database, you will NOT have to pay to get a copy of articles referenced in your syllabus. Dr. Mintu has included the library link in your D2L tab for easy access.

If you encounter library-related issues (especially for students accessing the library database from abroad), please contact the librarian whose name is indicated below. However, do not expect that Sarah will be at your beck and call. Extend her professional courtesy by giving her some lead time to assist you. I do not respond to students who ask that I send them a copy of the article.

Sarah H. Northam
Research & Instruction
TAMU-Commerce Libraries
Sarah.Northam@tamuc.edu
(903) 886-5714

READING MATERIALS: The following articles are available in TAMU-C library's database.

Introduction

Parvatiyar & Sheth (2013), "CRM: Emerging Process, Process and Discipline," <https://www.jagsheth.com/relationship-marketing/customer-relationship-management-emerging-practice-process-and-discipline/>

Wyner (2007), "Relationship Management Revisited," *Marketing Management*, January/February, p. 10-eoa.

Jain (2005), "CRM Shifts the Paradigm," *Journal of Strategic Marketing*, Vol. 13, December, p. 275-eoa.

Foundation of CRM

Parvatiyar & Sheth (2013), "CRM: Emerging Process, Process and Discipline," <https://www.jagsheth.com/relationship-marketing/customer-relationship-management-emerging-practice-process-and-discipline/>

Merrifield (2015), "The Internet of Things is Changing How We Manage Customer Relationships," *Harvard Business Review Digital Articles*, 6/5/2015, p.2-eoa.

Cole, Paul (2015), "Not Your Father's CRM," *Marketing News*, September, p.36-eoa.

Schrage (2016), "Why User Experience Always Has to Come First," *Harvard Business Review Digital Articles*, 9/8/2016, p.2-eoa.

Crosby (2010), "The Experienced Relationship," *Marketing Management*, Summer, p. 10-eoa.

Meyer & Schwager (2007), "Understanding Customer Experience," *Harvard Business Review*, 85 (2), p. 116-eoa.

Ryan (2016), "The Most Common Reasons Customer Experience Programs Fail," *Harvard Business Review Digital Articles*, 12/28/2016, p.2-eoa.

CRM Contexts

Soat (2015), "A Bride's Head, Revisited," *Marketing News*, November, 2015, p.46-eoa. [In Doc Sharing]

Maguire & Hiscock (2016), "4 Ways for B2B Businesses to Keep Their Customers," *Harvard Business Review Digital Articles*, 12/6/2016, p.2-eoa.

Wyner (2012), "Getting Engaged," *Marketing Management*, Fall, p. 4-eoa.

Searcy (2017), "Are you designing for Human Experience?" Marketing News, September, p.26-eoa.

Winer (2001), "Framework for Customer Relationship Management," California Management Review, Vol. 43 (4), p. 89-eoa.

Wilson (2006), "Developing New Business Strategies in B2B Markets by Combining CRM Concepts and Online Databases," Competitiveness Review, Vol. 16, No. 1, p. 38-eoa.

Creating Value

Almquist, Senior & Bloch (2016), "Elements of Value," Harvard Business Review, Sept., p.47-eoa.

Dillon (2016), "What Airbnb Understands About Customers' 'Jobs to be Done,'" Harvard Business Review Digital Articles, 8/18/2016, p.2-eoa.

Christensen et al. (2016), "Know Your Customers' Jobs to be Done," Harvard Business Review, Sept., p. 54-eoa.

Simons (2014), "Choosing the Right Customer," Harvard Business Review, March, p.49-eoa)

Slater et. al (2009), "Know Your Customers," Marketing Management, January/February, p. 37-eoa.

Customer Loyalty

Lafley & Martin (2017), "Customer Loyalty is Overrated," Harvard Business Review, Jan./Feb., p.46-eoa.

Markelz (2017), "The Secret of Loyal Customers," Marketing News, Jan., p.8-eoa.

John (2017), "The Value of a Facebook Fan," Marketing News, April/May, 2017, p.14-eoa.

Duboff & Gilligan (2012), "The Experience of Loyalty," Marketing Management, Winter, p. 17-eoa.

Lior (2015), "When and Why to Part Ways With a Customer," Harvard Business Review Digital Articles, 2/13/2015, p.2-eoa.

Jones & Sasser (1995), "Why Satisfied Customer Defect," Harvard Business Review, November/December, p. 88-eoa.

Database Marketing

Samuel (2015), "6 Ways to Tell Stories with Data Throughout the Customer Lifecycle," Harvard

Business Review Digital Articles, 10/2/2015, p.2-eoa.

Harrison & O’Neill (2016), “Using Data to Strengthen Your Connections to Customers,” Harvard Business Review Digital Articles, 8/25/2016, p.2-eoa.

Conick (2017), “Where Does Convenience Turn Creepy? Marketing News, April/May, 2017, p.10-eoa.

Robertshaw & Marr (2006), "The Implications of Incomplete and Spurious Personal Information Disclosures for Direct Marketing Practice," (Journal of) Database Marketing & Customer Strategy Management, Vol. 13 (3) p. 186-eoa.

Evaluation

Brown (2016), “Too Many Executives are Missing the Most Important Part of CRM,” Harvard Business Review Digital Articles, 8/24/2016, p.2-eoa.

Sweetwood (2016), “How One Company Used Data to Rethink the Customer Journey,” Harvard Business Review Digital Articles, 8/23/2016, p. 2-eoa.

Crosby (2016), “The Cost of Customer Trust Violations,” Marketing News, Nov./Dec., p.24-eoa.

Ryals (2005), "Marketing CRM Work: The Measurement & Profitable Management of Customer Relationships," Journal of Marketing, Vol. 69 (October), p. 252-eoa.

COURSE SCHEDULE: A detailed semester schedule has been provided for your convenience. Be sure to follow carefully. All deadlines will be strictly followed unless otherwise announced.

Unit	Dates	Topics/Chapters/Due Dates
Week #1	Jan. 14- Jan. 18*	<p>Introduction - Relationship Marketing</p> <ul style="list-style-type: none"> • Overview and definition of CRM • Impact of CRM on marketing <p>Discussion: Topic (1) Introduce yourself, and Topic (2) Questions on course requirements</p> <p>Discussion will close by 11:30 p.m. CT on Jan. 18</p>
Week #2	Jan. 20- Jan. 24*	<p>Foundation of CRM</p> <ul style="list-style-type: none"> • Key components of CRM • Technology & organizational issues <p>Discussion:</p>

		<p>Parvatiyar & Sheth (2013), “CRM: Emerging Process, Process and Discipline,” https://www.jagsheth.com/relationship-marketing/customer-relationship-management-emerging-practice-process-and-discipline/</p> <p>Not Your Father’s CRM (Marketing News, September, 2015, p.36-eoa [end of article])</p> <p>Discussion will close by 11:30 p.m. CT on Jan. 24</p>
Week #3	Jan. 27- Jan. 30**	<p>Case Study #1: The Experienced Relationship (Marketing Management, Summer, 2010, p. 10-eoa [end-of-article])</p> <p>The Most Common Reasons Customer Experience Programs Fail (Harvard Business Review Digital Articles, 12/28/2016, p.2-eoa)</p> <p>Submission due: Jan. 29th by NOON CT</p> <p>Discussion: Case #1</p> <p>Discussion will close by 11:30 p.m. CT on Jan. 30</p>
Week #4	Feb. 3- Feb. 6	<p>CRM contexts</p> <ul style="list-style-type: none"> • B2B (business-to-business) • B2C (business-to-customer) <p>Discussion: A Bride’s Head, Revisited (Marketing News, November, 2015, p.46-eoa). [Available for download under Week #4 tab]</p> <p>4 Ways for B2B Businesses to Keep Their Customers (Harvard Business Review Digital Articles, 12/6/2016, p.2-eoa)</p> <p>Discussion will close by 11:30 p.m. CT on Feb. 6</p>
Week #5	Feb. 10- Feb. 13	<p>Case Study #2: Getting Engaged (Marketing Management, Fall, 2012, p. 4-eoa)</p> <p>Are you Designing for Human Experience? (Marketing News, September, 2017, p.26-eoa)</p> <p>Submission due: Feb. 12th by NOON CT</p> <p>Discussion: Case #2</p>

		Discussion will close by 11:30 p.m. CT on Feb. 13
Week #6	Feb. 17- Feb. 20	<p>Creating value</p> <ul style="list-style-type: none"> • Customer-centric culture • Customer acquisition • Customer retention • Consumer lifetime value (LTV) <p>Discussion: Choosing the Right Customer (Harvard Business Review, March, 2014, p.49-eoa)</p> <p>Discussion will close by 11:30 p.m. CT on Feb. 20</p>
Week #7	Feb. 24- Feb. 27	<p>Discussion: Know Your Customers' Jobs to be Done (Harvard Business Review, Sept., 2016, p.54-eoa)</p> <p>What Airbnb Understands About Customers' "Jobs to be Done" (Harvard Business Review Digital Articles, 8/18/2016, p.2-eoa)</p> <p>Discussion will close by 11:30 p.m. CT on Feb. 27</p>
Mid-term	Mar. 3- Mar. 5	Due Date: Mar. 5th by NOON CT
Week #8	Mar. 10- Mar. 13	<p>Customer loyalty</p> <ul style="list-style-type: none"> • Brand equity • Satisfaction • Supply chain management <p>Discussion: The Secret of Loyal Customers (Marketing News, Jan., 2017, p.8-eoa)</p> <p>The Value of a Facebook Fan (Marketing News, April/May, 2017, p.14-eoa)</p> <p>Discussion will close by 11:30 p.m. CT on Mar. 13</p>
Spring Break	Mar. 17- Mar. 22	No Discussions
Week #9	Mar. 24-	<p>Case #3: The Experience of Loyalty (Marketing Management, Winter, 2012,</p>

	Mar. 27	<p>p.17-eoa)</p> <p>Customer Loyalty is Overrated (Harvard Business Review, Jan./Feb., 2017, p.46-eoa)</p> <p>Submission due: Mar. 26th by NOON CT</p> <p>Discussion: Case #3</p> <p>Discussion will close by 11:30 p.m. CT on Mar. 27</p>
Week #10	Mar. 31-April 3	<p>Database marketing</p> <ul style="list-style-type: none"> • Data mining • Privacy and legal issues <p>Discussion:</p> <p>6 Ways to Tell Stories with Data Throughout the Customer Lifecycle (Harvard Business Review Digital Articles, 10/2/2015, p.2-eoa)</p> <p>Using Data to Strengthen Your Connections to Customers (Harvard Business Review Digital Articles, 8/25/2016, p.2-eoa)</p> <p>Discussion will close by 11:30 p.m. CT on June April 3</p>
Week #11	April 7-April 10	<p>Case Study #4: Database Marketing</p> <p>Is Apply Really Your Privacy Hero? (Bloomberg Businessweek, August 13, 2018, p. 10-eoa)</p> <p>Where Does Convenience Turn Creepy? (Marketing News, April/May, 2017, p.10-eoa)</p> <p>Submission due: April 9th by NOON CT</p> <p>Discussion: Case #4</p> <p>Discussion will close by 11:30 p.m. CT on April 10</p>
Week #12	April 14-April 17	<p>Evaluation</p> <ul style="list-style-type: none"> • Establishing CRM measures • Evaluating success <p>Discussion:</p> <p>Too Many Executives are Missing the Most Important Part of CRM</p>

		(Harvard Business Review Digital Articles, 8/24/2016, p.2-eoa) How One Company Used Data to Rethink the Customer Journey (Harvard Business Review Digital Articles, 8/23/2016, p. 2-eoa) Discussion will close by 11:30 p.m. CT on April 17
Week #13	April 21- April 24	Future of CRM Discussion: Flying Blind: How Airlines Get Customer Experience So Wrong With So Much Data (Marketing News, Feb., 2018, p. 42-eoa) Discussion will close by 11:30 p.m. CT on April 24
Finals	April 28- April 30	Due Date: April 30th by NOON p.m. CT

* Note the discussion duration.

** Start of the Sunday-Wednesday discussion cycle.

Time Zone Used:

We will be using Central Standard Time as the default for opening and closing times/dates/deadlines. Please make the necessary adjustments if you are in a different time zone.

Class Time:

Student access to D2L for Spring 2019 will start Jan. 14th. This is a default setting beyond the control of Dr. Mintu.

You will note that specific dates have been designated as our class time. This is an asynchronous course that will open during specific times of the week. With the exception of Weeks #1 & #2, our typical class time is Sunday (12:00 a.m.) to Wednesday (11:30 p.m.) CT. During class time, discussions will take place (i.e., discussion cycle). It is each student's responsibility to regularly log-in during the designated discussion dates. All Cases/Exams are due by noon CT on Tuesdays. Refer to the Course Schedule above for more details.

Classroom Dynamics:

You will find a weekly tab or module that corresponds with the above Course Schedule. Each module will contain Lecture tab for each topic and the Discussion Board.

LECTURE:

For each week, notes are available under the Lecture tab. You can access these notes at the start of the semester. *The lecture notes will also contain the discussion questions for posting purposes as well as the case analysis questions for submission purposes.* Since you have early access, this will give you plenty of time to look at the questions and conduct some research, if you so desire.

DISCUSSION:

Posting for discussion purposes will be open/allowed for three days – starting on Sundays at 12:00 a.m. until Wednesdays at 11:30 p.m. CT, except for Weeks #1 and #2 (see Course Schedule footnote). After the Wednesday deadline, discussions will be locked and can be viewed on a "Read Only" basis. A feedback email recapping the discussion will be sent to the class 24-48 hours after the closing deadline.

The 4-day cycle works very well and has been in place in MKT 574 for several years. Once you have been in this course for a couple of weeks, you will actually appreciate this set-up and know why it works best. However, as noted earlier - *If you think that the set-up of this specific course/section will not work with your own schedule/style, please reconsider your enrollment and look for another option.*

Please *carefully* note your Course Schedule for discussion and submission deadlines. There will be no discussion posting extensions or make up. Also, review the *How to Guide* included at the end of your syllabus.

CASE SUBMISSIONS:

All case submissions are due by NOON CT on Tuesdays. Case questions can be found at the end of your Lecture Notes.

Participation:

This MKT 574 course is going to be discussion-driven. The discussion forum will comprise your participation grade. It is intended to help students interact with each other and learn from each other's opinions/insights including Dr. Mintu's. The objectives of the forum are to create critical and sophisticated discussion on relevant as well as interesting topics. As noted earlier, discussion questions will be provided by Dr. Mintu and can be found at the end of the notes under the Lecture tab.

Just like in traditional face-to-face classes, online MKT 574 students are expected to effectively communicate their ideas and opinions in class. A total of 50 points are available for your discussion grade to be determined by Dr. Mintu at the end of the semester (usually posted the day before you take your final exam). However, as the semester progresses (typically around the midterm), you are welcomed to check with Dr. Mintu on the status of your participation grade. An e-mail will be sent by Dr. Mintu to the class before you take your mid-term exam regarding this matter.

Those who do not comply with the participation requirement will receive an email at the end of each discussion cycle (i.e., subject heading: Non-compliant Minimum Posting Requirement). Please note that your discussion grade is "weighted" like your exams. There is NO MAKE-UP for missed discussion postings.

What is the posting requirement for MKT 574? Based on your assigned chapter/article/case, you are expected to have at least 3 different postings. First, you are expected to answer at least 3 of the discussion questions found in under the Lecture Notes tab. Second, you will respond to *at least 2* postings made by Dr. Mintu and/or your classmates. Dr. Mintu will interact/add other

queries throughout the duration of the Week/discussion cycle as well. The minimum posting requirement will not apply for Week #1. There is absolutely no make-up for missed postings.

At the end of all discussion cycles, you will receive a weekly Feedback email collating important points based on the discussion. Many have found the Feedback email beneficial.

POSTING REQUIREMENT: The MINIMUM weekly requirement is as follows:

Posting #1 – Answer at least 3 topic questions found at the end of your lecture notes – Use **START A NEW THREAD**;

Posting #2 - Interact during the discussion cycle either by responding to your colleagues' and/or Dr. Mintu's postings – Use **REPLY TO THREAD** or **REPLY**;

Posting #3 - Interact during the discussion cycle either by responding to your colleagues' and/or Dr. Mintu's postings – Use **REPLY TO THREAD** or **REPLY**.

Grading rubric: 50 points

Disengaged	Acceptable	Commendable	Completely Engaged
Student doesn't fulfill the minimum requirement	Student fulfills the minimum requirement	Student answers more than 3 discussion questions & interacts more than twice per discussion cycle	Student provides substantive contributions & actively engaged <i>throughout</i> each discussion cycle
< 35 points	35 points	36-44 points	45-50 points

The quality of your postings, the number of answered questions and sub-thread responses posted per week throughout the semester will determine how close to 50 points a student can obtain.

It is critical that students read ALL the postings for each topic. This will ensure that you are engaged in class. Also, it will help ensure against anyone plagiarizing your work.

IMPORTANT POSTING RULES:

1) Postings may be a few sentences or a couple of paragraphs in length. The key to a quality post is that it provides clear analysis and insight into the topic or questions. Dr. Mintu carefully reads each of your postings and may respond directly to you regarding your comments.

2) Posting during 'one seating' or 'one log-in' will not be sufficient in this course. The key to participation is logging and posting often *throughout* the discussion cycle. Carefully read the rubric to maximize credit.

3) In the past, Dr. Mintu has encountered plagiarism among students (copying each other's postings). Please note that TAMU-C has explicit rules regarding plagiarism and will be subject to penalties. Students are advised to carefully read everyone's postings to ensure that no one has plagiarized your answer.

- 4) Students with very FEW or NO SUBSTANTIVE postings will not receive any credit. Refer to the end of the syllabus on “How to...”
- 5) Proof read your postings - eliminate any offensive references, poor sentence syntax, misspelled words, etc. Keep errors to a minimum.
- 6) No make up is provided for missed discussion postings. Students who fail to comply with the minimum requirement will receive an email from Dr. Mintu.
- 7) Be sure to cite references (APA style) when utilized.
- 8) Have a sense of humor.
- 9) Dr. Mintu will be very much engaged in all discussions. She expects the same from her students. At the end of each cycle (2-3 days after), you will receive a Feedback e-mail summarizing the week's discussion.

Case Study:

For each assigned case, questions will be provided for students to analyze and submit. Case analysis questions will be different from the discussion questions. These case questions can be found under the Lecture tab for the designated Week. For example, Case Analysis Questions for Case Study #1 can found in Week #3’s Lecture Notes tab.

Each student will be required to submit a 1-page (page restriction will be strictly observed) single-spaced type-written case analysis (TEXT only, not including references or title page). The Q&A (Question & Answer) format is required in organizing your analysis/submission. Text written after the 1st page will not be read nor graded. References should be included in a separate page, if utilized. To guide you in your case analysis, be sure to read the appropriate lecture notes and/or chapters. The discussion questions (for posting purposes) will also help you frame your analysis. Each case study is worth 15 points.

Cases will be evaluated base on the following:

- (1) Use of research facts to validate your recommendations/suggestions - 6 points
- (2) Integration of previous and/or current lectures' concepts into the analysis. - 6 points
- (3) Organization of analysis contents – 3 points

To submit your analysis, be sure to upload your work in the designated assignment. Refer to the end of the syllabus on “How to...” Check the schedule for deadlines - cases are due by NOON Central Time of the due date as indicted in your Course Schedule. No late submissions! Dr. Mintu will typically have your cases graded and comments available within 2-3 days after the deadline.

Grading Rubric: 15 points

	Needs Improvement	Proficient	Exemplary
Use of existing case facts	Student did not effectively use case information in the analysis.	Student identified & utilized some case information in the analysis.	Student identified & effectively utilized relevant case information in the analysis.

	0-2 points	3-4 points	5-6 points
Integration of relevant concepts	Student did not demonstrate the ability to integrate current/ previous concepts in the analysis.	Student identified & related some concepts currently/ previously discussed in the class.	Student identified & effectively integrated concepts currently/ previously discussed in class.
	0-2 points	3-4 points	5-6 points
Organization	Student did not follow Q&A format/instructions, not organized, and/or not cohesive in answering the required questions.	Student used Q&A format, was somewhat organized and cohesive in answering the required questions.	Student use Q &A format, was clear, organized & cohesive in answering the required questions.
	0-1 point	2 points	3 points

IMPORTANT CASE SUBMISSION RULES:

- 1) Be sure to type and save your case submissions in Word document form (using Office 2016 or earlier) – limit of 1 text page is to be strictly followed.
- 2) Submit your case analysis using the assignment designation with the appropriate case title. Proper case submission process is critical to ensure timely grading. Failure to assign proper assignment association will result in significant delays OR your case submission may NOT be graded! Refer to the end of the syllabus on “How to...”
- 3) Required format – Use the Question and Answer (Q&A) format. This will ensure that you have effectively answered all the questions and Dr. Mintu does not overlook any of your responses. If using references, make sure it is properly cited APA referencing style.
- 4) All case submissions have to be in Word 2016 format or earlier. Any work submitted that cannot be opened/read by Dr. Mintu will NOT be graded and awarded a zero.

Exams:

There will be two exams in this class: Midterm and Final. Please note that the Final is NOT a comprehensive exam. Each exam is worth 50 points. The time limit for each exam is 1.5 hours. Exams are due by on the date and time noted in your Course Schedule. All deadlines are absolute.

The exams will cover all lecture notes/articles, discussion threads and cases. Since your lecture notes are based on the Reading Materials provided, I strongly advise that you read these articles carefully. Sample questions and exam guidelines will be provided a few days prior to the midterm.

The exam will be comprised of two parts:

10 items - True/False (but you need to justify your "false" answers) (20 points)

4 essay questions (30 points)

Grade Components:

Two exams -	100 points
4 cases -	60
Discussion/participation -	50
TOTAL -	210 points

Assignment of letter grades will be as follows:

A (90%)	189-210
B (80%)	168-188
C (70%)	147-167
D (60%)	126-146
F (<60%)	Less than 126

Class Communication:

Always check the "Course Announcements" posted by Dr. Mintu. These announcements will be dated, so you will be aware of any changes.

All questions and/or comments regarding the class should be directed to Dr. Mintu as soon as possible via e-mail. In case of an emergency, call her on the cell number indicated at the top of your syllabus. Dr. Mintu REGULARLY checks her e-mail – so you can expect a prompt response. **Dr. Mintu will respond to your e-mails within 24 hours, except during the weekends.**

Dr. Mintu believes in keeping in constant contact with her students. Deadline and reminder e-mails will be sent out regularly. Therefore, each student should always check his/her e-mail account.

What to expect from Dr. Mintu:

Be cognizant of the fact that I am a stickler for schedules and deadlines. Like most of you, I have a life outside MKT 574 and the only way I can balance everything is to follow a regimented schedule.

- 1) Dr. Mintu grades ALL your submissions herself. Typically, your submissions will receive her feedback (i.e., grades/comments) within 2-3 school days after the deadline, unless otherwise noted.
- 2) Dr. Mintu will also send (constant) reminders regarding the upcoming class schedule and weekly feedback – check your email regularly. All deadlines are absolute!
- 3) Always check the "Course Announcement" section (main student screen). Dr. Mintu updates this page on a regular basis.
- 4) One of Dr. Mintu's pet peeves are students who ask questions that can be answered if the said student had read the syllabus carefully. So, be sure to read your syllabus carefully.

Student Code of Conduct:

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the Student Guidebook.

<http://www.tamuc.edu/admissions/registrar/documents/studentGuidebook.pdf>

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: Netiquette

<http://www.albion.com/netiquette/corerules.html>

Students at Texas A&M University-Commerce are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

Undergraduate Academic Dishonesty 13.99.99.R0.03

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf>

Netiquette – Student Guidelines:

Netiquette is the new way of defining professionalism through online communication. Students who violate proper Netiquette will be administratively dropped by Dr. Mintu from the course.

Student Guidelines for the class:

- Do not dominate any discussion.
- Do not use offensive language.
- Never make fun of someone’s ability to read or write.
- Use simple English.
- Use correct spelling and grammar.
- Share tips with other students.
- Keep an “open-mind” and be willing to express even your minority opinion.
- Be aware of the University’s Academic Honesty Policy.
- Think before you push the “Send” button.
- Do not hesitate to ask for feedback.

Student Conduct:

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the Student Guidebook.

<http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx>

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: Netiquette

<http://www.albion.com/netiquette/corerules.html>

TAMUC Attendance:

For more information about the attendance policy please visit the Attendance webpage and Procedure 13.99.99.R0.01.

<http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx>

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf>

Academic Integrity:

Students at Texas A&M University-Commerce are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

Undergraduate Academic Dishonesty 13.99.99.R0.03

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf>

Graduate Student Academic Dishonesty 13.99.99.R0.10

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10GraduateStudentAcademicDishonesty.pdf>

Students with Disabilities:

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

Office of Student Disability Resources and Services

Texas A&M University-Commerce

Gee Library- Room 162

Phone (903) 886-5150 or (903) 886-5835

Fax (903) 468-8148

Email: studentdisabilityservices@tamuc.edu

Website: Office of Student Disability Resources and Services

<http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/>

Nondiscrimination Notice:

Texas A&M University-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

Campus Concealed Carry:

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have

been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations.

For a list of locations, please refer to the Carrying Concealed Handguns On Campus document and/or consult your event organizer.

Web URL:

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

Technology Requirements:

D2L is committed to performing key application testing when new browser versions are released. New and updated functionality is also tested against the latest version of supported browsers. However, due to the frequency of some browser releases, D2L cannot guarantee that each browser version will perform as expected. If you encounter any issues with any of the browser versions listed in the tables below, contact D2L Support, who will determine the best course of action for resolution. Reported issues are prioritized by supported browsers and then maintenance browsers.

Supported browsers are the latest or most recent browser versions that are tested against new versions of D2L products. Customers can report problems and receive support for issues. For an optimal experience, D2L recommends using supported browsers with D2L products.

Maintenance browsers are older browser versions that are not tested extensively against new versions of D2L products. Customers can still report problems and receive support for critical issues; however, D2L does not guarantee all issues will be addressed. A maintenance browser becomes officially unsupported after one year.

Note the following:

- Ensure that your browser has JavaScript and Cookies enabled.
- For desktop systems, you must have Adobe Flash Player 10.1 or greater.
- The Brightspace Support features are now optimized for production environments when using the Google Chrome browser, Apple Safari browser, Microsoft Edge browser, Microsoft Internet Explorer browser, and Mozilla Firefox browsers.

Desktop Support

Browser	Supported Browser Version(s)	Maintenance Browser Version(s)
Microsoft® Edge	Latest	N/A
Microsoft® Internet	N/A	11

Browser	Supported Browser Version(s)	Maintenance Browser Version(s)
Explorer®		
Mozilla® Firefox®	Latest, ESR	N/A
Google® Chrome™	Latest	N/A
Apple® Safari®	Latest	N/A

Tablet and Mobile Support

Device	Operating System	Browser	Supported Browser Version(s)
Android™	Android 4.4+	Chrome	Latest
Apple	iOS®	Safari, Chrome	The current major version of iOS (the latest minor or point release of that major version) and the previous major version of iOS (the latest minor or point release of that major version). For example, as of June 7, 2017, D2L supports iOS 10.3.2 and iOS 9.3.5, but not iOS 10.2.1, 9.0.2, or any other version. Chrome: Latest version for the iOS browser.
Windows	Windows 10	Edge, Chrome, Firefox	Latest of all browsers, and Firefox ESR.

- You will need regular access to a computer with a broadband Internet connection. The minimum computer requirements are:
 - 512 MB of RAM, 1 GB or more preferred
 - Broadband connection required courses are heavily video intensive
 - Video display capable of high-color 16-bit display 1024 x 768 or higher resolution
- You must have a:
 - Sound card, which is usually integrated into your desktop or laptop computer
 - Speakers or headphones.

- *For courses utilizing video-conferencing tools and/or an online proctoring solution, a webcam and microphone are required.
- Both versions of Java (32 bit and 64 bit) must be installed and up to date on your machine. At a minimum Java 7, update 51, is required to support the learning management system. The most current version of Java can be downloaded at: [JAVA web site](http://www.java.com/en/download/manual.jsp)
<http://www.java.com/en/download/manual.jsp>

- Current anti-virus software must be installed and kept up to date.

Running the browser check will ensure your internet browser is supported.

Pop-ups are allowed.

JavaScript is enabled.

Cookies are enabled.

- You will need some additional free software (plug-ins) for enhanced web browsing. Ensure that you download the free versions of the following software:
 - [Adobe Reader](https://get.adobe.com/reader/) <https://get.adobe.com/reader/>
 - [Adobe Flash Player](https://get.adobe.com/flashplayer/) (*version 17 or later*) <https://get.adobe.com/flashplayer/>
 - [Adobe Shockwave Player](https://get.adobe.com/shockwave/) <https://get.adobe.com/shockwave/>
 - [Apple Quick Time](http://www.apple.com/quicktime/download/) <http://www.apple.com/quicktime/download/>
- At a minimum, you must have Microsoft Office 2013, 2010, 2007 or Open Office. Microsoft Office is the standard office productivity software utilized by faculty, students, and staff. Microsoft Word is the standard word processing software, Microsoft Excel is the standard spreadsheet software, and Microsoft PowerPoint is the standard presentation software. Copying and pasting, along with attaching/uploading documents for assignment submission, will also be required. If you do not have Microsoft Office, you can check with the bookstore to see if they have any student copies.

HOW TO GUIDE – D2L for MKT 574

As the class familiarizes itself with D2L, here are some basic guidelines that will help you fulfill the requirements for MKT 574.

How do I find MKT 574 in D2L?

Log-in to myLeo portal. Click on the D2L icon. Once in D2L, scroll to the bottom of the homepage to My Courses or click on the ‘thumbnail’ icon on the top right hand of the homepage.

How to upload assignment submissions?

Go to the Activities tab (top of the page). Scroll to Assignment. You will find the submission folder for each Case. Click on the appropriate case folder. To upload, click on Add a File. Be sure to hit the ‘Submit’ button.

How to upload the Academic Honesty Policy?

Go to the Activities tab. Scroll to Assignment. Click on Academic Policy. You will find the blank PDF for you to download and sign. To upload the signed PDF, click on Add a File. Be sure to hit the ‘Submit’ button.

How do I participate in the discussion?

Be sure to pay close attention to the deadlines. There is no make up for missed postings.

A Discussion module or tab is assigned Weekly. Click on the appropriate Week [see Course Schedule] and its corresponding Discussion.

- If starting a new thread, click on the “Start a New Thread’ button. Compose a title and your contents.
- If responding to an existing thread, click on the title of the thread then click on ‘Reply to Thread.’
- If responding to an existing reply – use the “reply” button found within the text box of the posting you are replying.

What do I use to comply with the minimum posting requirement?

Posting #1 – Assignment question – Use START A NEW THREAD;

Posting #2 - Interact during the discussion cycle either by responding to your colleagues' and/or Dr. Mintu's postings – Use REPLY TO THREAD or REPLY;

Posting #3 - Interact during the discussion cycle either by responding to your colleagues' and/or Dr. Mintu's postings – Use REPLY TO THREAD or REPLY.

Where do I find my exams?

Scroll down and click on Other Grade Requirements tab (after Week #13).

Where do I find my exam grades and how do I view my exam in its entirety?

Find grade - Click on the Grades tab at the top left hand of your course page.

View exam - Click Class Progress; Click on Quizzes; Click Details; Click on Attempt 1

Then the quiz/test will pop up.