New York University, Stern School of Business

Marketing

COR1-GB 2310 30 Spring 2026

Course Information

Meeting Time	Monday, 7:00 to 9:00 pm, Feb 2—May 4
Classroom	Zoom 945 7530 0441
Professor	Ruth P. Stevens
Email	ruth@ruthstevens.com; rps3@stern.nyu.edu
Phone	m. 646-263-8162
Office, Hours	By appointment
TF	Jake Hoin jh9931@stern.nyu.edu m.818-456-3096

As the core marketing course in the Stern MBA program, Marketing is designed to provide students with an understanding of the basic concepts of marketing management, and experience in making marketing decisions in uncertain environments. Specifically, the course will cover issues relating to developing marketing strategy and planning marketing tactics. This treatment will be largely from a practical perspective with the emphasis being on managerial decision-making.

Learning Outcomes

After successfully completing this course, students will have learned the following:

- Understanding of the central concepts of marketing.
- How to develop a marketing strategy.
- How the elements of the marketing mix work to implement the marketing strategy.
- How to identify and address the key decisions facing marketing managers and executives.
- Marketing decision-making in the global environment.
- How analytics, AI and quantitative techniques are being used in marketing today.

Class Policies

This section is scheduled as a 2-hour Zoom-only class, plus 1 hour of asynchronous content. I will do everything I can to provide a hospitable online environment for everyone. (If you have ideas for how to make the online class more engaging, please email me.) I expect each of you to participate actively, and keep your video **cameras on** during class sessions. I will provide a nice break during our 2 hours together. Please plan on attending every class. **If you cannot attend, please notify the professor and TF**, and view the recorded session on Brightspace.

Marketing impacts the personal and professional lives of us all. This is an area of study with hundreds of subtopics. For this course, I have chosen topics that I think are important and interesting. But my guess is that you also have particular interests that you'd like to study. So, once you have looked over the syllabus, please **add your particular interest areas in the Discussion** topics. Also please comment on the ideas of your other classmates. I will try to add the most requested topics to our curriculum.

Please sign up for a one-on-one "Get to Know You" session with me offered on Jan 7, 8, 9 or Feb 5 here: https://calendar.app.google/L5JBDxDeh1EaoXbV9

The syllabus is subject to adjustment throughout the term.

Course Materials
We have 2 sources of course materials:
1. Readings, cases and videos, posted on Brightspace. You will find:
    a. Assigned articles and cases from business publications and news sources.
    b. Study guides to help you read/prepare the cases and assignments.
    c. Assigned videos and podcasts for asynchronous use.
2. Video lectures on HSTalks. Please enter, and identify NYU as your organization.

Assessment Components

Individual:

Participation, which includes three components: 1. Attendance, including GTKY; 2. In-class discussion of cases and readings; 3. Comments on asynchronous material in class (expect cold calling)	20%
Quizzes (2), take home, open book	40%

Group:

Project	15%
Marketing in Society	10%
Ad campaign analysis	15%

Reminder: This course will be graded on a curve, per Stern policy, with a 35% cap on A/A- grades, sorry.

Assignments

Participation (20%) Participation during class is a very important component of the learning process. Thus, the first requirement for your participation grade is that you attend class, and attend a 20-minute GTKY session. Second, you are expected to contribute to class discussions. Third, please prep for our asynchronous material discussion by submitting answers to the review questions, where requested.

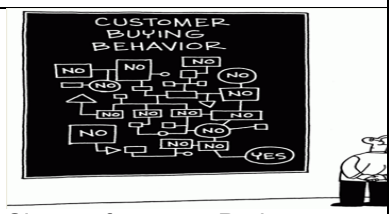
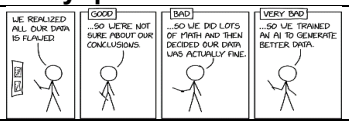
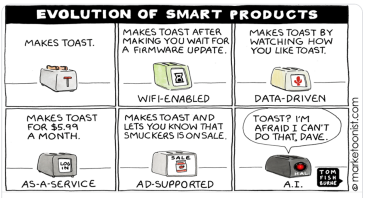
Quizzes (20% each) Two take-home quizzes will relate to the material (readings and class discussion) from the beginning of the semester to the time of the quiz. Open-book, and open note, the quiz will ask you to apply your knowledge via short answer questions. You *may not* research on the Internet or use AI during the quiz. The quiz will be posted at least a week in advance of the due date.

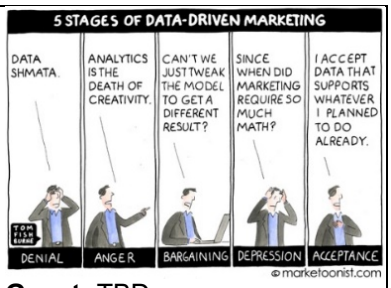
Project (15%) Your group will have your choice among 5 project options, posted in Content on Brightspace. The projects are: Competitive intelligence; Touchpoint value; Data strategy; Contact strategy; and LTV (Lifetime value). Due date: March 9.

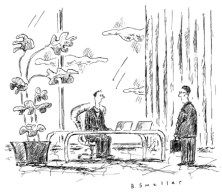
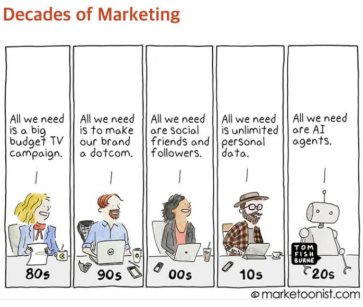
Marketing in Society (10%)
Each group picks a topic that raises societal concerns, researches it, and becomes the class experts. See details in Bspace Assignments. Be prepared to discuss your topic in class April 6. I suggest you prepare a single slide with bullets about the topic and your conclusions to introduce your topic to the class for discussion.

Ad Campaign analysis (15%)
In your group, pick a well-known advertising campaign, in any media, whether current or historic. Prepare an analysis of its success at meeting its goals. Prepare a very brief PPT that includes the

ad sample, and your observations and conclusions, for discussion in class with our guest, Prof. Cyndi Greenglass. See the Ad Campaign Analysis guide on Bspace. Due April 17. There will be a Google drive folder ready for your submission. Also please submit on Bspace assignments.

Schedule of Topics and Assignments		**Mondays, 7:00pm-9:00pm, plus asynchronous material**		
Class # and date	**Topic**	**Readings and Preparation** All public materials are posted on Brightspace or links below.	**Asynchronous instruction**	**Assignments and Other**
Class 1 Feb 2	Introduction: What and Why is Marketing? Marketing as warfare Marketing strategy	**Read:** "Growing Faster Than the Market: Three questions a C-suite should ask," McKinsey, 2018, on Bspace. This article frames our entire semester of marketing study. Please come to class having chosen three points that particularly resonated with you.	**Watch:** "Developing a Marketing Strategy," Jean-Francois Denault, HSTalks. https://hstalks.com/t/4191/developing-a-marketing-strategy (25 min.) His slides on Bspace.	**Introduce yourself:** In the Discussion area of Bspace. **Establish group membership:** We will allow time in class to organize groups of 5 members.
Class 2 Feb 9	Customer management Segmentation Positioning	**Read: "**10 Principles of Customer Strategy," *Strategy + Business*, 2016, on Bspace. **Prepare case:** BBW, 2024, "Lagging fertility rates means diapers aren't just for babies anymore." [Title of the print edition: "Demand for Diapers Drying up."] **See study questions**	**Optional: "**Managing Customers as Investments" book summary, 2006, on Bspace.	 Sign up for group Project
Feb 16	No class Presidents' Day			
Class 3 Feb 23	Product management Product policy Channel strategy	**Prepare case:** BBW, **"**Putting Olive Oil in a Squeeze Bottle Earned This Startup a Cult Following," 2024, on Bspace. **Read EITHER: a. "**A new dawn for industrial channels: Meeting customers where they want," 2022, **OR: b**. "Integrated channels: The next frontier beyond omnichannel distribution," 2023, on Bspace.	**Watch:** Introduction to Product Management. (9 min.) FYI: You may need to look up a few tech-industry acronyms he throws around.	**Optional inspiration:** Lessons from business leaders for 2026. **Optional craziness:** Chaos packaging for your brand, 2026 

Class 4 Mar 2	Data-driven marketing Marketing technology	**Read:** *Strategy&*, "The ROI of Customer Data in Retail," 2023. **Review:** Epsilon, **"**The State of AI in Marketing," 2025, on Bspace.	**Listen (podcast, 25 min.) or read transcript:** "The future of customer experience: Embracing agentic AI," McKinsey, 2025.	 **Guest:** TBD
Class 5 Mar 9	Brand strategy Branding and CX (customer experience marketing)	**Read:** David Aaker, *MBR*, "The 5bs of Modern Branding," 2025, on Bspace **Read:** *CX for Skeptics*, Jim Tincher, 2020, on Bspace. **Read:** McKinsey, Six customer experience pitfalls to avoid, 2022, on Bspace	**Watch:** Chris Jones on brand messaging. https://stream.nyu.edu/media/Chris%20Jones%202022%20Branding/1_kfg9gzpk (65 min.)	**Submit:** Project write-up
Mar 16	No class Spring break			
Class 6 Mar 23	New product development Pricing	**Prepare case:** "Taco Bell's Secret Recipe for New Products," *Bloomberg Businessweek*, 2014. On Bspace. **See study questions** **Read:** *WSJ,* "The Weird and Wonderful Consumer Trends Steering Brands Into 2026"	**Watch: "**Pricing Strategies," by Dr Dionne Boyd. https://hstalks.com/t/6361/pricing-strategies/?business (33 min.)	**Submit:** Quiz 1 **Guest:** Beril Asfar, pricing professor at NYU Stern, 8:15.
Class 7 Mar 30	B2B marketing Customer service	**Read:** "Next-gen B2B sales: How three game changers grabbed the opportunity," McKinsey 2024, on Bspace. **Read:** Forrester, "OK, Boomer, Let's Talk B2B Buyer Behavior Changes," 2025, on Bspace **Listen:** Podcast on customer service with Amas Tenumah. (33 min.)	**Watch and prepare case:** Finish Thompson case study video: https://hstalks.com/bm/5550/ (11 min.) **See study questions** **Watch**: B2B Data-driven Marketing: https://hstalks.com/bm/4171/ (18 min.)	**Optional:** If you want to get further into the weeds about how business buying is changing, you can plow through the conclusions of this recent research. https://www.linkedin.com/pulse/why-buyers-engaging-sellers-earlier-kerry-cunningham-wiucc/
Class 8 Apr 6	Marketing in society Market research	**Prepare case:** WSJ, Dave's Hot Chicken, on Bspace. **See study questions**	**Watch:** "Overview of market research," by Jean-Francois Denault, on HSTalks (21 min.) https://hstalks.com/t/4314/overview-of-market-research His slides on Bspace	**Prepare and submit:** Marketing in Society assignment, in Bspace. Discussions section. Be ready for class discussion. Hoping we can all visit a Dave's Hot Chicken branch and discuss not only the tastiness of his chicken but also Dave's marketing strategy.

Class 9 Apr 13	The Marketing Mix Content marketing Advertising and direct-response communications	**Read:** "We Studied Brands Around the World. What Consumers Want Isn't What You Think," *Fast Company* 2017, on Bspace.	**Watch:** Guest speaker on behavioral science: Nancy Harhut, chief creative officer, HBT Marketing https://stream.nyu.edu/media/Nancy+Harhut+2023+Behavioral+science/1_c8t7ck2c (30min)	 *"Of course we'd love to make money by doing good, but we've settled on making money by not being too horrible."* Cartoon by Barbara Smaller September 18, 2024
Class 10 Apr 20	Evaluation of marketing communications	**Prepare:** Ad campaign analysis (group), See guide on Bspace.	**Read:** McKinsey, "Unlocking the next frontier of personalized marketing" 2025 also on Bspace	**Submit:** Group assignment: Ad campaign analysis **DUE April 17 (in Google Drive folder and Bspace)** **Guest:** Prof. Cyndi Greenglass on evaluation of marketing campaigns.
Class 11 Apr 27	Competitive analysis Global marketing Personal branding	**Skim:** "Guide to Competitive Intelligence," on Bspace. **Prepare case:** LBS, Diageo, "Bottoms Up" **See study questions** **Read:** "Don't be a Jerk on LinkedIn"	**Watch:** Personal branding workshop https://stream.nyu.edu/media/Personal+branding/1_81r1fg4q (58 min.) Bring your personal branding action plan to class in a PPT slide.	**Breakout groups:** Share your Personal Branding action plan with fellow students in groups. 
Class 12 May 4	Customer retention and expansion	**Prepare case:** "Disney Explores Membership Program Like Amazon Prime to Offer Discounts and Perks," WSJ, 8-31-22, and on Bspace. **See study questions.**	**Watch:** A thoughtful session on loyalty marketing, in 2 parts, by Mike Capizzi, director of education, The Loyalty Academy. https://stream.nyu.edu/media/Mike+Capizzi+2023+part+1/1_6t2ddp9l (21 min.) and https://stream.nyu.edu/media/Mike+Capizzi+2023+part+2/1_mc7cgbu7 (29 min). Slides on Bspace.	**Submit:** Quiz 2 A later submission date may be available on request. **Optional:** *Customer Winback* book summary. On Bspace.

Academic Integrity
At NYU Stern, we seek to engage our students, faculty and alumni as lifelong partners in the process of learning, debate and discovery. Academic and personal integrity are central to this mission. As members of our community, we commit to:
1) Show respect for every member of the NYU community and refrain from all forms of intimidation, harassment, and acts of prejudice that infringe upon the rights of other members of the community.
2) Exercise integrity in all aspects of our academic work including, but not limited to, the preparation and completion of exams, papers and all other course requirements by not engaging in any method or means that provides an unfair advantage.
3) Clearly acknowledge the work and efforts of others when submitting written work as our own. The incorporation of the work of others; including but not limited to their ideas, data, creative expression, and direct quotations (which should be designated with quotation marks), or paraphrasing thereof; must be fully and appropriately referenced using notations both in the text and the bibliography.
4) Demonstrate dignity and integrity in all aspects of our involvement with the School and University, including participation in sponsored organizations and activities, and situations in
which we may be seen to represent the School or University. These activities and situations include, but are not limited to, student organizations (including clubs, governments, and honor societies), conferences and meetings, student-organized and school sponsored travel, interviews, and interactions with alumni. 5) Demonstrate sound judgment and integrity in the submission of documents, forms, and information to, or on behalf of, the School, University, or any member of those communities.
6) Work to preserve and be wise stewards of the University's resources and facilities and respect the personal property of other members of the NYU community.
7) Conduct ourselves as law abiding members of both the NYU community and our broader society – including but not limited to a) refraining from behaviors that infringe upon the rights of others or disrupt the educational process, and b) acting in conformity with NYU and Stern policies and public law.
8) Refrain from behaving in ways that knowingly support, assist, or in any way attempt to enable another person to engage in any violation of the Code of Conduct. Our support also includes reporting any observed violations of this Code of Conduct or other School and University policies that are deemed to have an adverse effect on the NYU Stern community.
9) Carefully review and abide by the rules and policies of NYU as outlined in detail here. recognizing that being fully informed about NYU and Stern rules and codes governing civil behavior and academic integrity is an obligation of community membership.

Students with Disabilities
If you have a qualified disability and will require academic accommodation of any kind during this course, you must notify me at the beginning of the course and provide a letter from the Moses Center for Students with Disabilities (CSD; 212.998.4980; www.nyu.edu/csd) verifying your registration and outlining the accommodations they recommend. If you will need to take an exam at the CSD, you must submit a completed Exam Accommodations Form to them at least one week prior to the scheduled exam time to be guaranteed accommodation.