June 12, 2003

Dear Students,

I look forward to having you in the Marketing Management class. Together we will analyze the environment relevant to the creation and distribution of goods and services and focus on building experience in analyzing marketing opportunities, developing marketing strategies, planning marketing programs and managing the marketing effort.

Please prepare the following for the first class session.

Conduct a Marketing Professional Interview:

Interview a marketing professional in your organization or someone in your community that is responsible for marketing in their organization. Address the following questions in a 4 – 5 page written paper (12 pt., double-spaced) and be prepared to share key insight from your interview with the class at the first session. Be sure to include a description of the company followed by an abbreviated career biography on the individual you are interviewing.

Issues:

- What are the three most critical challenges facing your business today? What are your plans to overcome them?

Industry and Marketplace:

- What external influences are affecting (positively or negatively) your business? What external event has had the greatest impact?
- What are the current and emerging industry/marketplace trends face the business? How will the business address them?
- Who are the business’ primary competitors? Competitor’s strengths and vulnerabilities?
- What is the business’ single greatest competitive advantage?
- What differentiates this business’ value to consumers versus competition?
- What industry information do you find most beneficial to your business?
- How is technology affecting your industry?
- How is your organization integrating technology into your marketing efforts and/or business strategy?
- How are your competitors utilizing technology in their marketing efforts and/or business strategy?

Please feel free to e-mail me prior to class to discuss any questions or concerns you may have. I look forward to meeting you.

Sincerely,

Doreen Shanahan
Adjunct Professor, Marketing
shanahande@aol.com
MARKETING MANAGEMENT
MBA 658.43
Fall 2003

Day/Class Time
Wednesdays, 6:00 PM to 10:00 PM

Location
Orange County Center

Contact Information
Doreen Shanahan
shanahande@aol.com
Cell Phone: 949-375-3646
Note: Office Hours will be available by appointment from 4:45 PM to 5:45 PM prior to class.

Course Description
Marketing Management analyzes the environment relevant to the creation and distribution of goods and services. This environment includes the global, ethical, political, social, legal and regulatory issues. This course examines buyer behavior, marketing research, and marketing information from a managerial perspective. Also included is the analysis of product pricing, marketing communications and distribution decisions in market planning and marketing program implementation. Emphasis is placed on the practical application of marketing concepts to business problems (real and case) as well as the students’ current employment experiences.

Course Objectives
After completing this course, you should have developed:
1. A deeper understand of …
   ▪ the organizational implications of executing the market concept (customer/consumer centered) to conduct a companies marketing activities
   ▪ how to track, identify and analyze opportunities in the microenvironment
   ▪ how to analyze consumer and business markets (including buyer behavior)
   ▪ how to deal with competition
   ▪ how to develop, differentiate, and position products through their life cycle
   ▪ the types of marketing decision faced in managing product lines and brands
   ▪ how to design pricing strategies and programs
   ▪ how to manage and deliver marketing programs

2. Experience in …
   ▪ using a market-oriented strategic planning process
   ▪ creating a marketing plan
analyzing and developing marketing strategies
applying the concepts you have learned to form and communicate critical judgments about a particular current marketing strategy
organizing and allocating team efforts to produce an efficient and effective decision-making process
explaining and justifying the decisions your team made
working collaboratively with others to accomplish goals and objectives
building and maintaining constructive partnerships
presenting ideas and suggestions in ways that influence the beliefs and decisions of others
expressing ideas precisely, persuasively and effectively in writing

Texts and Course Materials

Philip Kotler, *Marketing Management 11/e*

Grading

The grades will be weighted as follows (in points):

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing Issues Interview</td>
<td>Individual 10</td>
</tr>
<tr>
<td>Class Participation</td>
<td>Individual 10</td>
</tr>
<tr>
<td>Class Discussion Paper (5 points each)</td>
<td>Individual 10</td>
</tr>
<tr>
<td>Mid-Term Exam</td>
<td>Individual 20</td>
</tr>
<tr>
<td>Mini Cases (5 points each)</td>
<td>Individual 20</td>
</tr>
<tr>
<td>Marketing Plan – Initial Company Meeting</td>
<td>Team 5</td>
</tr>
<tr>
<td>Marketing Plan – Final Paper</td>
<td>Team 20</td>
</tr>
<tr>
<td>Marketing Plan – Final Presentation</td>
<td>Team 5</td>
</tr>
<tr>
<td>TOTAL POINTS</td>
<td>100</td>
</tr>
</tbody>
</table>

The assignment of grades is as follows (in points):

94 -100= A
90 - 93 = A-
87 - 89 = B+
84 - 86 = B
80 - 83 = B-
77 - 79 = C+
74 - 76 = C
70- 73 = C-
67 - 69 = D+
64 - 66 = D
65 - 63 = D-
59 and Below = F
**Description of Assignments**

**Class participation - 10 points**

Class participation points will be based primarily on quality and secondarily on the frequency of contributions to class discussion and in-class group projects. Each in-class session you will have the ability to earn participation points. Each session is defined as a 4-hour block of time.

**Marketing Issues Interview – 10 points (individual assignment)**

Interview a marketing professional in your organization or someone in your community that is responsible for marketing in their organization. Address the questions provided in the cover letter to this syllabus in a 4 to 5 page written paper and be prepared to share key insight from your interview with the class. Be sure to include a description of the company followed by an abbreviated career biography on the individual you are interviewing.

**Class Discussion Paper – 10 total points (5 points each … individual assignment)**

You will be required to prepare a two-page written paper for each of two assigned class discussion topics. The paper will demonstrate your understanding of the marketing concept being discussed and its application to the real world.

**Mini Cases – 20 total points (5 points each … individual assignment)**

In lieu of a final exam, you will be given four take-home mini cases that are designed to test your knowledge of the assigned reading material. Each case is approximately two to three paragraphs in length followed by multiple choice and/or short answer questions. (See course outline for the specific mini case due dates.) Cases will be distributed in the class prior to the due date.

**Marketing Plan Project – 30 total points (team assignment)**

The class will develop a marketing plan for an assigned company based in the Southern California area during the trimester. The plan should demonstrate that the team has thoroughly researched the product, industry and company, understands the concepts learned in this course and can apply them to develop a comprehensive marketing plan. Each team will be required to prepare a 16-20 page written and 20-minute oral presentation on their marketing plan. This project will take considerable time and energy, so I recommend starting early.

The marketing plan project will be broken down into six parts to pace the work and allow for in-class discussions with company project stakeholders.
<table>
<thead>
<tr>
<th>Project Section</th>
<th>Description</th>
<th>Due Date</th>
<th>Grade Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part 1</td>
<td>Company Project Briefing: Assigned project company will brief the class on their organization, current situation and marketing challenge.</td>
<td>Sept. 10</td>
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<tr>
<td>Part 2</td>
<td>Written first draft of the following sections of the marketing plan due.</td>
<td>Oct. 1</td>
<td>5 points</td>
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<tr>
<td></td>
<td>- Current Marketing Situation (market summary, SWOT, competitive analysis, product offering, keys to success, critical issues and macro environment summary)</td>
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<tr>
<td></td>
<td>- Marketing Strategy (marketing objectives only) Your team will receive directional written feedback on this submission.</td>
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<tr>
<td>Part 3</td>
<td>Presentation of Situation Assessment and Marketing Strategy to Company Management - Each team will sign up to individually meet with myself and representative(s) from the project company for one half-hour during class #6. Each team will be responsible for developing their agenda for this meeting. It is recommended that you highlight key insights and conclusions from your situation assessment as well as overview the strategic direction for your marketing plan. Your team will receive verbal feedback during this meeting. Please take careful notes during this meeting.</td>
<td>Oct. 1</td>
<td></td>
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<tr>
<td>Part 4</td>
<td>Written revision of the draft sections from Part 2 due along with the following additional sections.</td>
<td>Nov. 5</td>
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<td></td>
<td>- Marketing Strategy (financial objectives, target markets, positioning, marketing mix and marketing research)</td>
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<td></td>
<td>- Financials (break-even analysis, sales forecast, expense forecast, linking expenses to strategy and tactics and contribution margin)</td>
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<td></td>
<td>Your team will receive written feedback on this submission.</td>
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<tr>
<td>Part 5</td>
<td>Final Written Marketing Plan Due – Each team will be required to submit their final written marketing plan (all sections) to myself (hard and e-copy) and key company representatives (e-copy) for review, evaluation and grading.</td>
<td>Nov. 26</td>
<td>20 points</td>
</tr>
<tr>
<td>Part 6</td>
<td>Presentation of Marketing Plan – During the final class session, each team will have 20 minutes to present an executive overview of their marketing plan. Company representative(s) will be in attendance to evaluate each team’s presentation and provide feedback.</td>
<td>Dec. 3</td>
<td>5 points</td>
</tr>
</tbody>
</table>

**Learning Teams**

During the first class session, you will divide yourselves into learning teams consisting of 4-5 classmates. You will be completing all assigned team projects with this team. Since you will be working very closely with your team members, make sure you are in a team that is compatible with your needs. Consider the following when you are choosing your team:

1. Logistics such as work and home locations and schedules.
2. Ambitions, ability levels and work styles should be consistent.
3. Personalities
4. It is often helpful to have a variety of business disciplines
5. If you sense a problem that you feel cannot be resolved indicate politely but immediately that you would like to be moved to another group. Requests to move to another group will only be considered during the first three class periods.
Each member must take full responsibility for the effective management of the team’s efforts. Occasionally, disagreements arise between team members and complicate the process. Keep in mind; these learning teams do not differ significantly from project teams in the workplace. This is a unique opportunity to learn how teams function and to learn to amicably work out differences.

**Late Assignments**

Assignments will be penalized by 10% if turned in one week late, 50% if two weeks late. No assignments will be accepted after two weeks past the due date.

**Instructors Expectations**

- Come to class fully prepared to discuss all assigned material
- Contribute to the class discussion in a way that enhances the learning process
- Conduct yourself in class as you would in a business situation (i.e., be courteous, offer constructive criticism, compliment on a job well done, and give thoughtful feedback)
- Provide ongoing feedback with regard to the extent in which this class is meeting your needs and objectives
- Share responsibility for the quality of the experience
- Attend all class sessions (more than one absence will affect your grade)

**Expectations of Written Work**

Papers are due at the start of class. All papers must be typed in 12 point font, double-spaced using standard one inch margins and stapled in the upper corner. Please do not put in presentation binders. All papers are graded for content in meeting the defined objectives as well as clarity of communication (proficient use of English grammar and punctuation is expected). All reference resources must be properly cited.

**Attendance Policy**

Since class discussions and interaction is an integral part of learning, each student is expected to arrive on time and come prepared to share their experiences and insights. Note that marks are given for valid input, not “air time”. If you are unable to attend a class, it is your responsibility to contact me as early as possible to advise of your absence. You will be responsible for all the material covered in class whether you are present or not. Much of the learning takes place in class so if you miss three-class sessions you will earn a grade of "F" for the course.

**Conduct**

“The University expects from all of its students and employees the highest standard of moral and ethical behavior in harmony with its Christian philosophy and purposes. Engaging in or promoting conduct or lifestyles inconsistent with traditional Christian values is not acceptable. The following regulations apply to any person, graduate or undergraduate, who is enrolled as a Pepperdine University student.
These rules are not to be interpreted as all-inclusive as to situations in which discipline will be invoked. They are illustrative, and the University reserves the right to take disciplinary action in appropriate circumstances not set out in this catalog. It is understood that each student who enrolls at Pepperdine University will assume the responsibilities involved by adhering to the regulations of the University. Students are expected to respect order, morality, personal honor, and the rights and property of others at all times. Examples of improper conduct for which students are subject to discipline are as follows:

- Dishonesty in any form, including plagiarism, illegal copying of software, and knowingly furnishing false information to the University.
- Forgery, alteration, or misuse of University documents, records, or identification.
- Failure to comply with written or verbal directives of duly authorized University officials who are acting in the performance of assigned duties.
- Interference with the academic or administrative process of the University or any of the approved activities.
- Otherwise unprotected behavior that disrupts the classroom environment.
- Theft or damage to property.
- Violation of civil or criminal codes of local, state, or federal governments.
- Unauthorized use of or entry into University facilities.
- Violation of any stated policies or regulations governing student relationships to the University.

Disciplinary action may involve, but is not limited to, one or a combination of the alternatives listed below:

**Dismissal** – separation of the student from the University on a permanent basis.

**Suspension** – separation of the student from the University for a specified length of time.

**Probation** – status of the student indicating that the relationship with the University is tenuous and that the student’s records will be reviewed periodically to determine suitability to remain enrolled. Specific limitations to and restrictions of the student’s privileges may accompany probation.” See Current GSBM Catalog.

**Policy on Disabilities**

*Assistance for Students with Disabilities*

“Students with disabilities, whether mental or physical, are encouraged to contact the Equal Opportunity Office before the academic year begins or soon after classes are in session. This office will assist each student by providing general information about campus facilities and available resources. The office will assist in providing reasonable accommodation to students with disabilities pursuant to applicable laws. Inquiries should be directed to equal opportunity officer, (310) 506-6500. (Students who wish to file a formal grievance should refer to the "Nondiscrimination Policy," which is listed in the "Legal Notices" section of this catalog.)” See current GSBM Catalog.
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Subject</th>
<th>Reading</th>
<th>Assignment Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Aug.27</td>
<td><strong>Course Introduction</strong></td>
<td><strong>Chapter 1</strong></td>
<td><strong>Marketing Interview Due</strong></td>
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<td></td>
<td></td>
<td>• Team Selections</td>
<td>• Production Concept</td>
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<td></td>
<td>• Defining Marketing for the Twenty-first Century</td>
<td>• Product Concept</td>
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<td>• Sales Concept</td>
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<td>• Societal Marketing Concept</td>
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<td>• Marketing Concept</td>
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<td>• Customer Concept</td>
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<td>2</td>
<td>Sept. 3</td>
<td><strong>Adapting Marketing to the New Economy</strong></td>
<td><strong>Chapter 2 - 3</strong></td>
<td><strong>Discussion Paper Due (1 of 2) Questions:</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Building a Customer Satisfaction, Value and Retention</td>
<td>• Digitization … Connectivity</td>
<td>• Do all Companies need to practice the marketing concept?</td>
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<tr>
<td></td>
<td></td>
<td>• Review of Class Project</td>
<td>• Disintermediation and Re-intermediation</td>
<td>• Cite three examples of companies that do not need this orientation.</td>
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<td></td>
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<td>• Customization and commercialization</td>
<td>• Which industries need it most? Why?</td>
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<td>• Industry convergence</td>
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<td>• CRM</td>
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<td>• Internet Domains</td>
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<td>• Setting up a Website</td>
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<td>• Value-chain</td>
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<td>• Value-delivery network</td>
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<td>• Relationship Marketing</td>
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<td>3</td>
<td>Sept. 10</td>
<td><strong>Market-Oriented Strategic Planning</strong></td>
<td><strong>Chapter 4 - 5</strong></td>
<td><strong>Marketing Plan – Part 1 Company Project Briefing</strong></td>
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<td></td>
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<td>• Gathering Information and Measuring Market Demand</td>
<td>• Marketing Process</td>
<td>(preparation: conduct on line search for recent</td>
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<td>• Marketing Plan</td>
<td>industry/company articles, visit company website</td>
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<td>• Marketing Intelligence System</td>
<td>and review company’s annual report)</td>
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<td>• Marketing Research Process</td>
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<td>• Forecasting and Demand Measurement</td>
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<tr>
<td>4</td>
<td>Sept. 17</td>
<td><strong>Scanning the Market Environment</strong></td>
<td><strong>Chapter 6 – 8</strong></td>
<td><strong>Class Discussion Paper Due (2 of 2)</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Analyzing Consumer Markets and Buyer Behaviors</td>
<td>• Macro environmental Trends and Forces</td>
<td>• Mattel Exercise (one page response)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Analyzing Business Markets and Buyer Behaviors</td>
<td>• How and Why Consumers Buy</td>
<td>• Coppertone Exercise (one page response)</td>
</tr>
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<td>• Four Types of Consumer Buying Behavior</td>
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<td>• Consumer Buying process</td>
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<td>• Organizational Buying</td>
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<td>• Characteristics of Business Markets</td>
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<td>• The Buying Center</td>
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<td>• The Procurement Process</td>
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<tr>
<td>Week</td>
<td>Date</td>
<td>Subject</td>
<td>Reading</td>
<td>Assignment Due</td>
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</tr>
</tbody>
</table>
| 5    | Sept. 24 | • Dealing With Competition  
• Identifying Market Segments and Selecting Target Markets | **Chapter 9 - 10**  
• Identifying Competitors  
• Competitor Analysis  
• Market Leader, Challenger, Follower and Nicher Strategies  
• Marketing Segmentation  
• Ethical Choice of Market Targets |                                                                                                                                                       |
| 6    | Oct. 1  | Marketing Plan Meetings :30 minute meetings per team with professor and company executives (teams sign up in advance for time slot) | **Marketing Plan – Part 2 Due**  
(Written First Draft)  
• Situation Assessment  
• Marketing Strategy  
**Marketing Plan – Part 3 Due**  
Company Meetings |                                                                                                                                                       |
| 7    | Oct. 8  | MIDTERM EXAM  
(Chapter 1-10) |                                                                                                                                                       |                                                                                                                                                       |
| 8    | Oct. 15 | Team Project Meetings Teams are provided this class session to work together on the two Company projects. Meeting dates and time will be determined by the individual team members. | **Note: Company site visit is encouraged.** |                                                                                                                                                       |

**PART III – DEVELOPING MARKETING STRATEGIES**

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Subject</th>
<th>Reading</th>
<th>Assignment Due</th>
</tr>
</thead>
</table>
| 9    | Oct. 22 | • Positioning the Market Offering through the Product Life Cycle  
• Developing New Market Offerings  
• Designing Global Market Offerings | **Chapter 11 - 13**  
• New Product Development  
• Consumer Adoption Process  
• Product Life-Cycle  
• New Product Development Processes  
• Competing Globally Global Markets – which, how, programs and structure | **Mini Case (1 of 4)** |

**PART IV – SHAPING THE MARKET OFFERING**

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Subject</th>
<th>Reading</th>
<th>Assignment Due</th>
</tr>
</thead>
</table>
| 10   | Oct. 29 | • Setting the Product and Branding Strategy  
• Designing and Managing Services  
• Designing Pricing Strategies and Programs | **Chapter 14 - 16**  
• Product, Brand definition  
• Product Mix  
• Brand Equity  
• Line, Brand extension  
• Packaging  
• Categories of Service Mix  
• Managing Differentiation  
• Managing Service Quality  
• Managing Productivity  
• Break-even  
• Pricing Strategies  
• Price Elasticity of Demand | **Mini Case (2 of 4)** |
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Subject</th>
<th>Reading</th>
<th>Assignment Due</th>
</tr>
</thead>
</table>
| 11   | Nov. 5 |  ▪ Designing and Managing Value Networks and Marketing Channels  
▪ Managing Retailing, Wholesaling and Market Logistics | Chapter 17 - 18  
▪ Work Performed by Marketing Channels  
▪ Channel-Design Decisions  
▪ Channel-Management Decisions  
▪ Channel Dynamics  
▪ Retailing  
▪ Wholesaling  
▪ Market Logistics | Marketing Plan –Part 4 Due (Revision Part 2 & Part 4)  
▪ Situation Assessment  
▪ Marketing Strategy  
▪ Financials |
| 12   | Nov. 12|  ▪ Managing Integrated Marketing Communications  
▪ Managing Advertising, Sales, Promotion, PR and Direct Marketing | Chapter 19 – 20  
▪ Communication Process  
▪ Developing Effective Communication  
▪ Deciding on the Marketing Communication Mix  
▪ Common Communication Platforms  
▪ 8 steps for developing Effective Marketing Communication  
▪ Major Media Types  
▪ Sales-Promotion Strategies | Mini Case Due (3 of 4) |
| 13   | Nov. 19|  ▪ Managing the Total Marketing Effort | Chapter 22  
▪ Marketing Organization, Implementation, Evaluation and Control | Mini Case Due (4 of 4) |
|      |        | Speaker – Bill Laske, VP MediaDex                                      |                                                                          |                                                                                  |
| 14   | Nov. 26|  ▪ Managing the Sales Force | Chapters 21  
▪ Sales Force Objectives, Strategies and Structure | Marketing Plan - Part 5 Due  
▪ Final Written Marketing Plan |
| 15   | Dec. 3 | Marketing Plan Presentations | Note: Provide a copy of .ppt handout format – 6 per page to professor at start of presentation. | Marketing Plan - Part 6 Due  
▪ Final Company Presentations |