PEPPERDINE UNIVERSITY
THE GEORGE L. GRAZIADIO
SCHOOL OF BUSINESS AND MANAGEMENT

DR. DAVID L. RALPH

MBFE 658.64

MARKETING MANAGEMENT

SUMMER 2006

THURSDAYS

6:00PM – 10:00PM

WESTLAKE CENTER

SYLLABUS
Dear Pepperdine MBA Student:

I am pleased to learn you have enrolled in my Marketing Management class for the Summer Trimester 2006. Most people who have not studied “marketing” will think of commercials on TV, radio, or in some form of print. However, marketing is the most important function of your organization as we face the new challenges of the new millennium.

Integrated communication is where all business must operate in the future. Not only is “the Customer King” but we must be able to interact with the consumer in a present time mode. Interfacing with our customers in a real time setting is fast approaching and, therefore, many changes in our organization are going to be taking place.

With all this in mind, please prepare to work 6 to 8 hours a week to prepare for our class and we will have a great class! Please read the enclosed syllabus so we will be ready to go to work the first night of class.

I look forward to working with you this trimester and hope you will appreciate the field of marketing and the role it plays in our world now and will play in the future.

Sincerely,

David L. Ralph, Ph.D.
Course Description

Included in this course are analyses of the environment, including global, ethical, political, social, and legal and regulatory issues and strategies relevant to the creation and distribution of goods and services; exploration of buyer behavior, marketing research, and marketing information from a managerial perspective, and analysis of product, pricing, marketing communications, and distribution decisions in marketing planning and marketing program implementation. Emphasis is on the practical application of marketing concepts to case problems and students’ current employment experiences.

Course Objectives

The primary objectives of the course is to help you to develop skills in understanding the dynamics of complex marketing situations, identifying marketing problems and opportunities, and developing appropriate programs of marketing action--the essential elements of marketing management.

In order to accomplish the objective, the course will provide an essential set of marketing concepts in the terms of the requirements of the field. These marketing concepts are generally simple and easy to understand. The major problems usually encountered by students are:

That there is a very large number of concepts required to be learned and in any given marketing situation, there are a number of these concepts that are related in complex, interactive ways.

Because of the large volume of material that must be mastered and the extensive practice required to develop skill in application, regular, systematic preparation on the part of the student is of the utmost importance.

Specific Objectives

1. Acquire an overview and understanding of the marketing process--a vitally and increasingly important segment of top-management responsibilities today.
2. Master the vocabulary of marketing and become familiar with the fundamental concepts, which guide decision-making by the chief marketing executive.
3. Become familiar with “the marketing concept,” and understand the advantages and limitations of that customer-oriented approach to management.
4. Develop an understanding of the importance of management information in marketing, and of the marketing research process by which such information is secured and analyzed.
5. Develop a knowledge of the components of the marketing mix of an individual firm, and of the variations in the company situations, which influence marketing-mix decisions.
6. Develop familiarity with the various functional components of the marketing process; e.g., retailers, wholesalers, advertising media, advertising agencies, marketing research agencies, etc., which will equip you both to communicate effectively with people working in those areas, and to use their specialize skills effectively.
7. To deal with the broader concepts within which marketing plays its vital role--the total society and our competitive system.
8. To deal with marketing, the art form.
9. To develop an understanding within the student for applied marketing as it relates to society competition, consumer behavior, product planning and control, channels of distribution and strategy formulation.
10. Making sense out of the socio-political economic morals that we call the “environment of business.”

This course will concern itself with development and operations of the organization’s marketing plan and policies. A successful marketing operation has to be dynamic in nature, continuously adapting itself to environmental changes in terms of factors such as demands and costs. In the contemporary situation marketing operations can be considered the hub of the organization--being concerned with nearly all factors affecting the parent organization.

Past attitudes have held marketing to consist principally of selling, but this is not the case. The effective marketing management is that the process must be a two-way street. Actions must satisfy goals of both the organization and the consumer. Any marketing plan that loses sight of this concept is not likely to succeed in the long run. And the marketing operation must be dynamic--its policies and actions being modified as many factors change, to include market demands, costs, and competition (among a great many others).

Major issues will include the notion of the marketing mix (relative emphases placed upon the product, its distribution, promotion, and price), strategies, market opportunities, target markets, mixes of goods and services offered, the sales process, forecasting of success, and the key process of marketing research. Among problems the marketer must face are those of costs and inflation, shortages of personnel or materials, issues involving the environment, government regulations, and ongoing changes in consumer demands (whether they are caused by the organization’s own action, by those of the competition, or by other factors largely beyond influence of the organization). And what about budgets, promotion and advertising, costs and prices, predicted life cycles of products or services offered, size and location of the marketing organization in its parent company and international activities? Considering these kinds of issues, it is easy to see that the marketing operations can be critical to success of the parent organization.

A principal goal is to enable you to become familiar with aspects of the marketing process, representative types of problems, solutions that have worked in the past and types of problems for which answers remain to be developed. Concepts of modern marketing are neither fully understood nor totally accepted in many organizations--both in the private and public sectors. Much remains to be accomplished. One goal is to stimulate your imagination, to provide opportunities for you to develop ideas that may lead at least to partial solutions for problems that remain unsolved. Marketing problems encountered by various organizations are rarely identical; even firms dealing with the same kinds of products are likely to face unique sets of difficulties and problems. Thus techniques with which we will deal must be modified and adapted to individual cases. Ingenuity is a necessary commodity in the marketing process, and the effective marketing manager continuously seeks his people’s ideas. The manner in which we will conduct our working sessions has been designed to afford you opportunities to experiment with ideas.
The Kotler’s textbook will be the primary source for introducing conceptual material. This will be supplemented by Annual Editions: Marketing, a book of readings. Lecture and discussion periods will be used to expand and clarify the conceptual base established by the text and readings.

The primary emphasis of the course will be on the application of marketing concepts in a strategic manner with recognition of the importance of the marketing function in the overall strategic planning of the company. You will be required to prepare a marketing plan using the company where you work, a company you intend to start, or some other actual current business situation as a basis.

**Texts and Course Materials**


James, Stuart. *Pharma Sim*, to be purchased online information will be given in class.

**Optional Readings – Marketing Journals**

For articles of a conceptual nature, i.e. ways of looking at marketing problems, see the following:

- Journal of Marketing
- Strategic Management Journal
- Business Communications
- Sales and Marketing Management
- Business Horizons
- Journal of Business Strategy
- Journal of Retailing
- Harvard Business Review

For articles that report on research in marketing, see the following:

- Journal of Marketing Research
- Journal of Consumer Research
- Journal of Advertising Research
- American Demographics

For articles that report on the marketing practices of actual firms, see the following:

- Advertising Age
- Marketing News
- Business Marketing
- Duns Monthly Review
- Fortune
- Forbes
- Local newspapers
- International Management: Europe
- Wall Street Journal
- Marketing Communications
- Business Week
- Interfaces
- Inc.
- trade publications and industry magazines

All of these journals can be accessed through the Business Periodicals Index, as well as the Dialog computer search service. In addition, Pepperdine Centers have a variety of on
line database services that you should be familiar with. Contact Cindy Lundquist at 310 586-5684 for further information.

**Grading**

The primary goal in the course is to have you learn something of value. In addition, we are concerned with the quality of your learning achievement. Grades are awarded on this basis:

- **A** Distinctive or superior achievement.
- **B** Demonstrates a firm grasp of all major concepts and issues, no significant deficiencies. Represents a level of performance typically attained by graduate students through diligent application.
- **C** Deficient in some significant way either in content or presentation, but not totally unacceptable as graduate level work.
- **D** Acceptable at an absolute minimum.
- **F** Unacceptable as graduate level work.

In general, evaluations correspond with what is considered to be exceptional, acceptable, and unacceptable practice in good corporations, based upon personal experience. My personal goal is to have everyone complete the course successfully.

Grades based on these activities: Letter grades determined by following percentages.

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<th>Activity</th>
<th>Percentage</th>
<th>A</th>
<th>A-</th>
<th>B+</th>
<th>B</th>
<th>B-</th>
<th>C</th>
<th>C-</th>
<th>D+</th>
<th>D</th>
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<th>F</th>
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<td>Examinations</td>
<td>30%</td>
<td>94% -100% = A</td>
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<td>74% -76% = C</td>
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<td>Marketing Plan</td>
<td>40%</td>
<td>90% - 93% = A-</td>
<td>70% -73% = C-</td>
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<td>Class participating</td>
<td>10%</td>
<td>87% - 89% = B+</td>
<td>67% -69% = D+</td>
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<td>Simulation</td>
<td>10%</td>
<td>84% - 86% = B</td>
<td>64% -66% = D</td>
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<td>Entrepreneurial Mrkt</td>
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<td>80% - 83% = B-</td>
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<td>77% - 79% = C+</td>
<td>59%- Below = F</td>
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**Entrepreneurial Marketing Presentation**

Students will break up into seven groups. Each student will select 2 articles from the "Annual Editions" textbook and each group will select 1 of the modules from the Entrepreneurial Marketing textbook that are related and present them on the assigned class meeting. This should be a multimedia presentation and groups should bring in outside material relating to the module including such things as real live examples to illustrate their module. Presentations are limited to 20 minutes per group. A copy of the multimedia presentation must be submitted at the time of the presentation.

**Class Participation**
Class participation grades will be based first on the quality and second on the frequency of voluntary contributions to class discussions, and the quality of responses when you are called upon.

Active participation in class discussions can benefit you in several ways. First, participation helps you become both more involved and more comfortable with the subject matter. Expressing your ideas to your peers is an effective technique for indicating your grasp of the subject matter. Participation enhances learning. Something happens to enhance your understanding of the subject matter when you make your ideas public that doesn’t happen when you keep them to yourself.

When you participate, you also contribute to the learning of your classmates. Whether what you say is brilliant or off the mark, we can all learn something positive by hearing your point of view.

If you are a manager, you can’t afford to remain aloof; you have to become involved in the group process. All of us can profit by taking advantage of the opportunity this class provides to test and improve these interaction skills. You must attend the first night of class. You will be responsible for all information covered during class sessions whether you are present or not. Your grade will be lowered if you miss class.

Examinations

There will be two examinations during the weekend course. These exams will contain questions about objective material covered in the required readings, lectures, and class discussions. The test must be taken when scheduled, any exception will result in a lowering of your test grade by at least one full grade.

Term Project

This exercise is considered the most important outcome of your learning experience. It will account for 40% of your grade. You will be required to submit a Marketing Plan.

This is intended to be a team effort representing the contributions of individuals to the various functional areas of the presentations, both oral and written. Early in the course you will be required, as a team, to prepare a one-page proposal relating to your project which will be reviewed by me for suitability of content and scope to the course requirements. You will be given some class time to develop your proposal and a detailed outline. Teams are to have 3-8 members. This is a major project that will take considerable time to complete satisfactorily. Get started as early as possible. The project must be presented both orally and typewritten, double-spaced.

Presentations

Each team will be required to present their plan to the class during the last sessions of the course. Any support material, including visual aids should be used.

Consultation
I am available to consult with you any matter related to the course, the general area of marketing. I can meet with students individually or in groups before class, after class, or at other times that may be mutually convenient.

I can, at your request, answer questions and review and react to outlines or drafts for readings, analysis or course projects. All that is necessary is to make an appointment at the previous class meeting or by phone.

Preparing a Marketing Plan

**Purpose.**
The purpose of this assignment is to give you an opportunity to gain experience in applying marketing concepts in an actual business or other organizational environment. You may use the organization at which you are employed, an organization you intend to start, or any other organization to which you can obtain the necessary access.

The plan should demonstrate that the team has done an adequate review of current literature on the product and on industry, an environmental analysis and competitive analysis, an analysis of market potential, and customer profile. The plan should include a marketing mix plan and sales projections for at least the first three years of operations. Students should review the section in Kotler’s text that deals with the preparations of the marketing plan, and may wish to refer to various other resources on marketing planning available in the library and elsewhere.

Pharma Sim – A Simulation

We will group up in three teams for the Simulation and you will be expected to prepare a Strategy Market Plan which will be turned in before the simulation and is normally about 2 pages. You will write a 5 page individual paper after the simulation. There are seven sections to the paper:

1. Beginning strategy
2. Changes in strategy
3. Ending strategy
4. Who won and why
5. What I learned
6. 3 Things I would tell a friend if he was taking over the company
7. Peer evaluation – Name and %

Any late paper’s grade will be lower by a full letter grade the 1st week and will not be accepted after one week. This simulation is 10% of your grade.

**Attendance Policy**

Attendance is a very important part of the Marketing Management class. Discussions in class are important and if any student is absent, the whole class suffers. A student can miss up to two classes for personal reasons or business. A student will need to withdraw or take a grade of F if they miss three classes.

**PLEASE NOTE:** *All students must attend the first class.*

**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.” GSBM Catalog, pgs. 195-196.

**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, Laureen Breeding, (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.)” GSBM Catalog, pg. 34-35.
<table>
<thead>
<tr>
<th>Date</th>
<th>Topics</th>
<th>Readings</th>
<th>KOTLER CHAPTER READING</th>
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<tr>
<td>May 4</td>
<td>Course Introduction</td>
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<td>May 11</td>
<td><strong>Understanding Marketing Mgt.</strong></td>
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<td><em>Module 5 Presentation Due</em></td>
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<td>May 18</td>
<td>Gathering Information and Scanning</td>
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<td>The Marketing Environment</td>
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<td><em>Module 2 Presentation Due</em></td>
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<td>May 25</td>
<td>Analyzing Consumer Markets and Buyer Behavior</td>
<td>6-8</td>
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<td>Analyzing Business Buying Behavior</td>
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<td><em>Module 1 Presentation Due</em></td>
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<td>June 1</td>
<td>No Class – Makeup for Simulation</td>
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<td>June 2-3</td>
<td>The Competition, The Segments, and Targets</td>
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<td><em>IN SAN FERNANDO VALLEY</em></td>
<td>PharmSim Simulation (all day Saturday)</td>
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<td><em>No Personal Computers Allowed!</em></td>
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<td>June 8</td>
<td>Midterm Examination (open book &amp; notes)</td>
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<td>June 15</td>
<td>Product Life Cycle</td>
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<td>Developing New Markets</td>
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<td><em>Module 7 Presentation Due</em></td>
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<td>June 22</td>
<td>Global Markets</td>
<td>13-14</td>
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<td>Managing Product Lines</td>
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<td><em>Module 3 Presentation Due</em></td>
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<td>June 29</td>
<td>Managing Services</td>
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<td>Managing Integrated Communications</td>
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<td><em>Module 6 &amp; 8 Presentations Due</em></td>
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<td>July 6</td>
<td>No class – Makeup for Simulation</td>
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<td>July 13</td>
<td>Advertising, Sales Promotion, and Public Relations</td>
<td>19 - 22</td>
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<td>Managing the Total Marketing Effort</td>
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<td><em>Module 4 Presentation Due</em></td>
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<td>July 20</td>
<td>Final Examination (open book &amp; notes)</td>
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<td>July 27</td>
<td>Team Presentations of Marketing Plans</td>
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<td>Projects are due in class. Include self-addressed/stamped package in</td>
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<td>which to return your project</td>
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<td>Aug 3</td>
<td>No Class – Makeup for Simulation</td>
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