MARKETING MANAGEMENT
MKTG 658.41
SPRING 2013

Day/Class Time
Monday’s, 6:00 PM to 10:00 pm

Location
IRVINE GRADUATE CENTER

Contact Information
Cell: 949-290-6431
Scott.griffiths@pepperdine.edu
Teaching Assistant – Alexa Espinoza
alexa@eighteeneight.com
Cell: 925-998-4804
Note: Office Hours prior to or following class, by appointment.

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 (business and consumer), market 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.

Opening Thought
Marketing is often confused and identified with advertising/promotion or selling techniques. Marketing practices and theories are largely invisible to the consumer. The purpose of this class is to both educate and excite you about the “world of marketing”!

From a managerial point of view, marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational goals. Marketing management is the art and science of choosing target markets and getting, keeping, and growing customers through creating, delivering, and communicating superior customer value.

Marketers are skilled at managing demand. They seek to influence the level, timing, and composition of demand. Marketers are involved in marketing many types of entities: goods, services, events, experiences, persons, places, properties, organizations, information, and ideas.

Businesses today face a number of challenges and opportunities including globalization, the effects of advances in technology, and increased competition. They have responded by changing how they conduct marketing in very fundamental ways.
Course Objectives
After completing this course, you should have developed:

1. A deeper understanding of ...
   - the organizational implications of executing the market concept (customer/consumer centered) to conduct a company’s 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
Required:

- Cases: Available through Harvard Publishing

Coursepack link: TBA

1. Logitech: Launching a Digital Pen (903A02)
2. Vertu: Nokia’s Luxury Mobile Phone for the Urban Rich (W11208)
3. Lenovo: Building A Global Brand (507014)
4. Red Bull (UV2928)
5. L’Oreal - Global Brand/Local Knowledge (311118)
Description of Assignments

Chapter Exams – 22 points
To pace and ensure student comprehension of the text material, 11 short quizzes will be given over the term (see course outline for specific dates and chapters). Each quiz will be worth 2 points. Quizzes are open note/open book, but limited to fifteen minutes. A make-up exam may be taken if a student misses class, providing the student contacts me prior to the class to let me know they will be absent. The make-up exam must be taken prior to the next class session and will be proctored by a member of the staff.

Participation: Individual & Team – 18 total points
Individual class participation (12) points will be based primarily on quality and secondarily on the frequency of contributions to class discussions and in-class group projects. Team participation (Total 6) points will be awarded based on peer review, (3) points for involvement/contribution to team case write-up/presentation and (3) points for involvement/contribution to your team’s E2B project.

Cases Papers/Presentations – 20 total points
There will be five cases assigned for this class. You will be required to read all five cases, you will only be required one write-up (see below), and be prepared to participate in all the case discussions in class (see course outline for date of case). At the start of the term, the class will be divided into project teams. Your project team will be assigned to prepare a write-up (as a team) and present (Powerpoint Presentation) one of the five cases. In summary, you will present only one case write-up as a team and the other 4 cases will only require reading and class discussion on your part.

Points will be awarded as follows: Team write-up (10) and team case presentation (10).

Your case analysis and response should demonstrate your understanding of the marketing concept being discussed in the correlating chapter as well as your ability to apply these concepts to the case/exercise. The topics addressed in cases span more than one chapter in the text. To ensure a complete understanding of the case you will need to plan your reading accordingly.

<table>
<thead>
<tr>
<th>Case</th>
<th>Subject</th>
<th>Supporting Chapter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lenovo – Building a Global Brand</td>
<td>Growth Strategies &amp; Product Strategies, Globalization</td>
<td>Chapters 2, 12, 21</td>
</tr>
<tr>
<td>Red Bull</td>
<td>Marketing Communication, New Products</td>
<td>Chapters 17, 18, 19, 20</td>
</tr>
<tr>
<td>Vertu</td>
<td>Market Segmentation, Brand Equity/Positioning</td>
<td>Chapter 8,9,10</td>
</tr>
<tr>
<td>L'Oreal – Global Brand/Local Knowledge</td>
<td>Globalization, Market Research, Advertising/New Media</td>
<td>Chapters 4, 21, 18, 19</td>
</tr>
<tr>
<td>Logitech – Launching a Digital Pen</td>
<td>Channels, New Products</td>
<td>Chapters 15, 20</td>
</tr>
</tbody>
</table>

Marketing Plan Project – 40 total points (team assignment)
Working closely with the industry executives, the class will conduct an E2B real-time case project for a pre-identified organization during the trimester (http://bschool.pepperdine.edu/programs/e2b/). Student teams will work together to develop solutions for the company’s marketing challenge and
frame their recommendations in a marketing plan. The plan should demonstrate that the team has thoroughly researched the industry, market(s) 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 as follows to pace the work and allow for in-class discussions with the company project stakeholders. See the course outline section of the syllabus for specific due dates.

<table>
<thead>
<tr>
<th>Description</th>
<th>Grade Points</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Company Project Briefing</strong>: Assigned project company will brief the class on their organization, current situation and marketing challenge. (<em>Preparation: conduct online search for recent industry/company articles, view company website, annual report and analyst reports – as available.</em>)</td>
<td></td>
</tr>
<tr>
<td><strong>One-on-one Team Feedback Session</strong> – Each team will sign up for a 20 minute meeting slot with the professor. Written <strong>FIRST DRAFT</strong> due to include the following sections of the marketing plan due. – Situation Analysis – Market(s) Analysis – Competitive analysis – SWOT</td>
<td></td>
</tr>
<tr>
<td><strong>Mid-Point Meeting</strong>: Presentation of Situation Assessment, SWOT, Market and Competitive Analysis to Company Management - Each team will sign up to individually meet with myself and representative(s) from the project company for one half-hour in class. Each team will be responsible for developing their agenda and handouts for this meeting. Your team will receive <strong>verbal feedback</strong> during this meeting. Please take careful notes.</td>
<td>10 points</td>
</tr>
<tr>
<td><strong>One-on-one Team Feedback Session</strong> – Each team will sign up for a 20 minute meeting slot with the professor. Written <strong>SECOND DRAFT</strong> due to include the following sections along with revisions to the first draft sections. Your team will receive <strong>written feedback</strong> on this submission. ▪ Target Market, Positioning ▪ Marketing Mix Strategies ▪ Revenue &amp; Marketing Expense Forecast ▪ Implementation Plan</td>
<td></td>
</tr>
<tr>
<td><strong>Final Written Marketing Plan Due</strong> – Each team will be required to submit their final written marketing plan (all sections, in both hard and e-copy) for review, evaluation and grading.</td>
<td>20 points</td>
</tr>
<tr>
<td><strong>Presentation of Marketing Plan</strong> – 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. <strong>Please bring a CD with a copy of your final presentation and report to the final class for the participating company.</strong></td>
<td>10 points</td>
</tr>
</tbody>
</table>
Learning Teams
During the first class session, you will divide yourselves into learning teams consisting of 4-5 classmates (maximum six teams per class). 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 work place. This is a unique opportunity to learn how teams function and to learn to amicably work out differences.

Expectations of Written Work
Class assignments will be posted through Blackboard. Students are required to upload their completed assignments prior to the start of the class they are due. All papers must be typed in 12 point font, double-spaced using standard one inch margins. 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. Writing Lab Resources for Students: http://owl.english.purdue.edu/

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)

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.

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

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapter Exams Individual</td>
<td>22</td>
</tr>
<tr>
<td>Class Participation Individual</td>
<td>12</td>
</tr>
<tr>
<td>Team Participation Team</td>
<td>6</td>
</tr>
<tr>
<td>Case Papers Individual</td>
<td>20</td>
</tr>
<tr>
<td>Marketing Plan – Midpoint Presentation Team</td>
<td>10</td>
</tr>
<tr>
<td>Marketing Plan – Final Paper Team</td>
<td>20</td>
</tr>
<tr>
<td>Marketing Plan – Final Presentation Team</td>
<td>10</td>
</tr>
</tbody>
</table>

TOTAL POINTS 100

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

<table>
<thead>
<tr>
<th>% Score</th>
<th>Letter Grade</th>
<th>Grade Point</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>94 - 100%</td>
<td>A</td>
<td>4.0</td>
<td>Outstanding</td>
</tr>
<tr>
<td>90 - 93.99%</td>
<td>A-</td>
<td>3.7</td>
<td>Excellent</td>
</tr>
<tr>
<td>87 - 89.99%</td>
<td>B+</td>
<td>3.3</td>
<td>Very Good</td>
</tr>
<tr>
<td>83 - 86.99%</td>
<td>B</td>
<td>3.0</td>
<td>Good</td>
</tr>
<tr>
<td>80 - 82.99%</td>
<td>B-</td>
<td>2.7</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>77 - 79.99%</td>
<td>C+</td>
<td>2.3</td>
<td>Above Average</td>
</tr>
<tr>
<td>73 - 76.99%</td>
<td>C</td>
<td>2.0</td>
<td>Average</td>
</tr>
<tr>
<td>70 - 72.99%</td>
<td>C-</td>
<td>1.7</td>
<td>Below Average</td>
</tr>
<tr>
<td>67 - 69.99%</td>
<td>D+</td>
<td>1.3</td>
<td>Poor</td>
</tr>
<tr>
<td>63 - 66.99%</td>
<td>D</td>
<td>1.0</td>
<td>Very Poor</td>
</tr>
<tr>
<td>60 - 62.99%</td>
<td>D-</td>
<td>.7</td>
<td>Barely Acceptable</td>
</tr>
<tr>
<td>0 - 59.99%</td>
<td>F</td>
<td>0.0</td>
<td>Fail</td>
</tr>
</tbody>
</table>

Conduct
“This course may require electronic submission of essays, papers, or other written projects through the plagiarism detection service Turnitin (http://www.turnitin.com). Turnitin is an online plagiarism detection service that conducts textual similarity reviews of submitted papers. When papers are submitted to Turnitin, the service will retain a copy of the submitted work in the Turnitin database for the sole purpose of detecting plagiarism in future submitted works. Students retain copyright on their original course work. The use of Turnitin is subject to the Terms of Use agreement posted on the Turnitin.com website. You may request, in writing, to not have your papers submitted through Turnitin. If you choose to opt-out of the Turnitin submission
process, you will need to provide additional research documentation and attach additional materials (to be clarified by the instructor) to help the instructor assess the originality of your work.”

“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.”

Policy on Disabilities

“Pepperdine University is committed to complying with all mandates set forth in Section 504 of the Rehabilitation Act and the Americans with Disabilities Act. Students with disabilities requesting

1 pages 204-205, Pepperdine University 2005-2006 Academic Catalog
accommodation should contact the University’s Disability Service Office (DSO) before their academic program begins. Upon verification of the student’s disability, the DSO will work with each student on a case-by-case basis to determine appropriate accommodations while maintaining academic integrity of the courses. Students should expect a two-week time frame in which the documentation and accommodation request will be reviewed. If the documentation is incomplete and/or does not meet the DSO guidelines, students will be required to submit complete documentation before accommodations may be granted.

Students who are registered with the DSO will receive accommodation letters to provide faculty verifying their accommodations. Students must request accommodations each semester through the submission of a completed Service Request Form.

Inquiries should be directed to the director of disability services at (310) 506-6500. For further information regarding documentation guidelines, office forms, and resources for students visit the DSO Web site at www.pepperdine.edu/disabilityservices/"^^2
## COURSE OUTLINE
MKTG 658.41 – SPRING 2012

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Agenda Topics</th>
<th>Reading</th>
<th>Assignment Due</th>
</tr>
</thead>
</table>
| 1    | Jan 7 | Course Introduction  
Defining Marketing for the Twenty-first Century  
Developing Marketing Strategies and Plans  
Team Selections | Chapter 1 – 2  
Chapter Exam | |
| 2    | Jan 14 | Gathering Information and Scanning the Environment  
Conducting Marketing Research & Forecasting Demand | Chapter 3 - 4  
Chapter Exam | Case – Team  
Presentation/Write-up  
DUE: Lenovo – Building a Global Brand |
| 3    | Jan 21 | MLK HOLIDAY | MLK HOLIDAY | |
| 4    | Jan 28 | Creating Customer Value, Satisfaction, & Loyalty  
Analyzing Consumer Markets | Chapter 5 - 6  
Chapter Exam | E2B Case Project Briefing  
(preparation: conduct online search for recent industry/company articles, view company website, annual report and analyst reports – as available) |
| 5    | Feb 4 | Analyzing Business Markets  
Identifying Market Segments & Targets | Chapter 7 - 8  
Chapter Exam | |
| 6    | Feb 11 | Creating Brand Equity  
Crafting the Brand Positioning  
Competitive Dynamics | Chapter 9 – 11  
Chapter Exam (9-10) | Case – Team  
Presentation/Write-up  
DUE: Vertu |
| 7    | Feb 18 | Setting Product Strategy  
Feedback Meetings w/Professor on “Section One”  
Speaker: TBD | Chapter 12  
Chapter Exam (11-12) | DUE: DRAFT ONE of Marketing Plan and Outline for Presentation |
| 8    | Feb 25 | Designing & Managing Services  
Developing Pricing Strategies & Programs | Chapter 13 - 14  
Chapter Exam (13 – 14) | Case – Team  
Presentation/Write-up  
DUE: Red Bull |
| 9    | Mar 4 | Mid-Point Meetings with Company | Mid-point – market | |
NOTE: All students are required to be on campus for the full duration of class.

### PART VI – DELIVERING VALUE

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Subject</th>
<th>Reading</th>
<th>Assignment Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Mar 11</td>
<td>• Designing &amp; Managing Value Networks &amp; Channels</td>
<td>Chapter 15 - 16</td>
<td>Case – Team</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Managing Retailing, Wholesaling &amp; Logistics</td>
<td>Chapter Exam (15 – 16)</td>
<td>Presentation/Write-up</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>DUE: Logitech</td>
</tr>
</tbody>
</table>

### PART VII – COMMUNICATING VALUE

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Subject</th>
<th>Reading</th>
<th>Assignment Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Mar 18</td>
<td>• Designing &amp; Managing Integrated Marketing Communications</td>
<td>Chapter 17 - 18</td>
<td>DRAFT TWO of Marketing Plan DUE</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Managing Mass Communications: Advertising, Sales Promotion, Events and Experiences &amp; Public Relations</td>
<td>Chapter Exam 17 – 18</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Speaker: TBD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Mar 25</td>
<td>• Managing Personal Communications: Direct &amp; Interactive Marketing, WOM and Personal Selling</td>
<td>Chapter 19</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Feedback Meetings w/Professor on “Section Two”</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### PART VIII – CREATING SUCCESSFUL LONG-TERM GROWTH

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Subject</th>
<th>Reading</th>
<th>Assignment Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>Apr  1</td>
<td>• Introducing New Market Offerings</td>
<td>Chapter 20</td>
<td>Case – Team</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Chapter Exam (19 – 20)</td>
<td>Presentation/Write-up</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>DUE: L’Oreal – Global Brand</td>
</tr>
<tr>
<td>14</td>
<td>Apr  8</td>
<td>• Tapping into Global Markets</td>
<td>Chapter 21 – 22</td>
<td>Final Written Marketing Plan DUE to professor</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Managing a Holistic Marketing Organization</td>
<td>Chapter Exam (21 – 22)</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Apr 15</td>
<td><strong>E2B Case Project - Marketing Plan Presentations</strong></td>
<td></td>
<td>Final Company Presentations</td>
</tr>
</tbody>
</table>