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

DR. DAVID L. RALPH

MKTG 658.31

MARKETING MANAGEMENT

SUMMER 2013

MONDAYS

6:00 – 10:00pm

SANTA BARBARA

SYLLABUS
Marketing Management  
MBA  
SUMMER, 2013

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

Weekend Simulation: June 7-8

Location  
Santa Barbara

Contact Information  
David L. Ralph, Ph.D.  
(661)816-3611 cell phone  
dralph@pepperdine.edu  
Note: Office Hours to follow 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


James, Stuart. Pharma Sim, interpretive.com 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
- International Management: Europe
All of these journals can be accessed through the Business Periodicals Index, as well as the Library search service. In addition, Pepperdine Centers have a variety of on line database services that you should be familiar with.

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.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percentage</th>
<th>A: 94% - 100%</th>
<th>B+: 87% - 89%</th>
<th>B: 84% - 86%</th>
<th>C+: 80% - 83%</th>
<th>C: 77% - 79%</th>
<th>D+: 74% - 76%</th>
<th>D: 70% - 73%</th>
<th>C: 67% - 69%</th>
<th>D: 64% - 66%</th>
<th>F: 59% - Below</th>
</tr>
</thead>
<tbody>
<tr>
<td>Examinations</td>
<td>30%</td>
<td>A</td>
<td>B+</td>
<td>B</td>
<td>C+</td>
<td>C</td>
<td>C</td>
<td>B</td>
<td>D</td>
<td>D-</td>
<td>F</td>
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<tr>
<td>Mid-point Mrkt Plan</td>
<td>10%</td>
<td>A-</td>
<td>B</td>
<td>B-</td>
<td>C-</td>
<td>C-</td>
<td>C</td>
<td>D</td>
<td>D-</td>
<td>F</td>
<td></td>
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<tr>
<td>Final Marketing Plan</td>
<td>30%</td>
<td>B+</td>
<td>B+</td>
<td>B</td>
<td>C</td>
<td>C-</td>
<td>C</td>
<td>B</td>
<td>D</td>
<td>D-</td>
<td>F</td>
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<tr>
<td>Simulation</td>
<td>15%</td>
<td>B</td>
<td>B</td>
<td>B-</td>
<td>C+</td>
<td>C+</td>
<td>C</td>
<td>B</td>
<td>D</td>
<td>D-</td>
<td>F</td>
</tr>
<tr>
<td>Class participating</td>
<td>15%</td>
<td>B-</td>
<td>C</td>
<td>C-</td>
<td>C+</td>
<td>C+</td>
<td>C</td>
<td>B</td>
<td>D</td>
<td>D-</td>
<td>F</td>
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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.

Every chapter of Kotler’s textbook addresses Morals, Ethics, and Social Responsibility. Therefore, each week we will address these issues as they relate to the different subject areas. Please be prepared with examples and experiences to discuss in class as this will be a topic of discussion each week.

Examinations

There will be two examinations during the 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 without exception. The exams are complete online in sakai and will be available in the Tests/Quizzes sections. Further instructions will be provided in class.

Marketing Plan Project

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. During several class meetings time will be allocated to work as a team on the marketing plan and receive input and assistance from the professor.

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.

<table>
<thead>
<tr>
<th>Description</th>
<th>Due Date</th>
<th>Grade %</th>
</tr>
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<tbody>
<tr>
<td><strong>Company Project Briefing:</strong> Assigned project company will brief the class on their organization, current situation and marketing challenge. (Preparation: conduct online search for recent industry/company articles, view company website, annual report and analyst reports – as available.)</td>
<td>Apr 29</td>
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</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.</td>
<td>June 3</td>
<td></td>
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<td>– Situation Analysis, Market Analysis, Consumer Analysis, Competitive analysis, SWOT</td>
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<td>– Initial thoughts on “emerging opportunity” (your “trial balloon”)</td>
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</table>
Mid-Point Meeting: 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 in class. Each team will be responsible for developing their agenda and handouts for this meeting. It is recommended that you highlight key insights from your situation assessment and “trial” your recommended marketing strategy (not tactics). Your team will receive verbal feedback during this meeting. Please take careful notes.

One-on-one Team Feedback Session – Each team will sign up for a 20 minute meeting slot with the professor. Written SECOND DRAFT due to include the following sections along with revisions to the first draft sections. Your team will receive written feedback on this submission.
- Marketing Strategy – Emerging Opportunity (Consumer Insights, Brand Architecture, Channels of Distribution)
- Sources of Volume (sales)
- Financial Implications

Final Written Marketing Plan Due – 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.

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. Please bring a CD with a copy of your final presentation and report to the final class for the participating company.

Pharma Sim – A Simulation
We will group up into teams for the Simulation on Friday night of the simulation and your team will be expected to prepare a Strategy Market Plan Friday night which will be turned in before the first period of the simulation and is normally about 2 pages.

You will write a 5 page individual paper after the simulation. The paper is submitted in Sakai in the Assignments section by the due date indicated in the schedule of classes. There are six 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

You will complete Peer evaluation – Fill out form provided in Sakai and submit in Assignments in Sakai. Your peer evaluation can lower or increase your grade by as much as 15% either way.

Any paper not submitted on time will be docked a full letter grade the 1st week and will not be accepted after one week. Submit the paper online in Sakai under Assignments. This simulation is 15% 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. 160-161.

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, Dr. Calvin H. Bowers, (310) 456-4208. (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. 29.
<table>
<thead>
<tr>
<th>Date</th>
<th>Topics</th>
<th>KOTLER CHAPTER</th>
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<tbody>
<tr>
<td>Apr 29</td>
<td>Course Introduction</td>
<td>1</td>
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<tr>
<td></td>
<td>Marketing for the 21st Century</td>
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<tr>
<td></td>
<td>COMPANY PROJECT BRIEFING - 1 hr</td>
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<td></td>
<td>Q&amp;A - 30min</td>
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<td>May 6</td>
<td>Marketing Strategies, Plans and Capturing Market Insights</td>
<td>2-4</td>
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<tr>
<td>May 13</td>
<td>Analyzing Consumer Markets</td>
<td>5-6</td>
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<tr>
<td>May 20</td>
<td>Analyzing Business Markets And Identifying segments and targets</td>
<td>7-9</td>
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<tr>
<td></td>
<td>Creating Brand Equity</td>
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<td>May 27</td>
<td>No class – Makeup for Simulation</td>
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<td>June 3</td>
<td>Crafting the Brand Positioning</td>
<td>10-12</td>
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<td></td>
<td>Dealing with Competition</td>
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<td></td>
<td><strong>First Draft of Marketing Plan Due</strong></td>
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<td></td>
<td><strong>One-on-one Feedback Sessions</strong></td>
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<td></td>
<td><strong>MIDTERM OPENS IN SAKAI AT 10PM</strong></td>
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<td>Jun 7-8</td>
<td><strong>PharmSim Simulation</strong></td>
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<td>June 10</td>
<td>Midterm Examination - online</td>
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<td>June 16</td>
<td><strong>MIDTERM TURNS OFF AT 2PM</strong></td>
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<td>June 17</td>
<td>No class – Makeup for Simulation</td>
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<td>June 24</td>
<td>Delivering Value</td>
<td>15-16</td>
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<td><strong>MID-POINT COMPANY VISIT - 30min meeting with groups, company, and professor</strong></td>
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<tr>
<td>July 1</td>
<td>Pricing Strategies</td>
<td>14, 17-19</td>
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<td></td>
<td>Integrated Marketing Communications</td>
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<td>Pharma Sim Individual Paper and Peer Evaluation Due in SAKAI</td>
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<td>July 8</td>
<td>Service Marketing</td>
<td>13, 20-22</td>
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<td></td>
<td>Creating Successful Long Term Growth</td>
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<td><strong>Second Draft of Marketing Plan Due</strong></td>
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<td></td>
<td><strong>One-on-one Feedback Sessions</strong></td>
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<td><strong>FINAL EXAM OPENS AT 10PM</strong></td>
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<td>July 15</td>
<td>No class – Makeup for Simulation</td>
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<tr>
<td>July 22</td>
<td><strong>Team Presentations of Marketing Plans</strong></td>
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<td></td>
<td>Projects are due in class. CD of Project due to Participating Company</td>
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<td></td>
<td>Individual Peer Evaluation Due in Sakai</td>
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<td></td>
<td><strong>COMPANY FINAL PRESENTATIONS</strong></td>
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<td>July 29</td>
<td>Final Examination - online</td>
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<td><strong>FINAL EXAM TURNS OFF AT 10PM</strong></td>
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