



**Fermanian School of Business  
Point Loma Nazarene University  
Master of Business Administration  
BUS 6055 — Marketing Management 3 Units  
Spring 2023**

<i>Meeting days:</i> Wednesday	<i>Instructor:</i> Christina Kalberg, MBA
<i>Meeting times:</i> 5:30 – 8:15 p.m.	<i>Phone:</i> Mobile: (760) 532-4849
<i>Meeting location:</i> Mission Valley Campus	<i>Email:</i> <a href="mailto:ckalberg@pointloma.edu">ckalberg@pointloma.edu</a>
<b>On Campus Office Hours</b> <i>You are welcome at my office on the coast campus. Fermanian School of Business 133</i>	<i>Mission Valley Office Hours: By appointment only.</i>

**PLNU Mission  
To Teach ~ To Shape ~ To Send**

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service is an expression of faith. Being of Wesleyan heritage, we strive to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

**Fermanian School of Business Mission  
Character – Professionalism – Excellence – Relationships – Commitment – Innovation**

As members of a vital Christian community, we strive to provide high quality business programs that equip students to make a positive impact in their workplace and community by connecting purpose to practice.

***COURSE DESCRIPTION***

This course provides an overview of marketing in a customer-driven firm, focusing on essential marketing skills needed by successful managers in all business functions. Topics include market segmentation, consumer decision making, estimating the economic value of customers to the firm, positioning the firm’s offerings, pricing strategies, communication with consumers, and managing relationships with distribution partners. Students will participate in a marketing simulation to coordinate these different elements of the marketing mix to ensure that all marketing activities collectively forge a coherent strategy.

***STUDENT LEARNING OUTCOMES FOR THIS COURSE***

Upon completion of this course, students will be able to:

1. Explain the fundamentals of marketing concepts and strategy (PLO 1).
2. Interpret the customer, competitor, organizational, and environmental influences on strategic marketing decisions (PLO 3).
3. Manage the marketing functions in an applied project (PLO 3).
4. Support ideas and present information clearly through effective communication (PLO 6).

5. Collaborate as an effective team member when making strategic marketing decisions (PLO 7).

## **TEXTBOOK AND OTHER LEARNING RESOURCES**

### Required Material

1. Schaeffer, Mark (2019), Marketing Rebellion: The Most Human Company Wins, ISBN: 978-0-578-41986-2
2. Kotler, Philip, Kevin Lane Keller & Alexander Chernev. (2022). Marketing Management, (16th ed.). Pearson. ISBN-13: 9780135887158. Here is a link for the e-textbook: <https://www.pearson.com/store/p/marketing-management/P100003054015/9780137344161>
3. Foundations of Marketing Module: SEE DETAILS IN THE NEXT SECTION  
To access the module, follow the on-screen instructions found at the following URL: <https://micro.peregrineacademics.com/pointloma>. The password for the module is: PLNU-1001

## **ASSIGNMENTS**

### **1) Foundations of Marketing Module (50 points)**

You are required to take the Foundations of Marketing course assignment leveling module. The time to complete the module is estimated at 6 to 9 hours, depending on your previous exposure to marketing. PLEASE HAVE THE MODULE COMPLETED BY Sunday, JANUARY 22<sup>nd</sup> at MIDNIGHT.

To access the Foundations of Marketing module, follow the on-screen instructions found at the following URL: <https://micro.peregrineacademics.com/pointloma>

The password for the module is: **PLNU-1001**

If you have any problems with the registration process, please visit Peregrine's technical support page at: [www.peregrineacademics.com/support](http://www.peregrineacademics.com/support)

To successfully complete the module, you must earn a minimum score of 80% on the module post-test. You are allowed to attempt the post-test twice. If you have not achieved a passing score (80%) after two attempts, you will be required to purchase a new module for \$39.00 and continue attempts until a passing score is achieved at the same URL:

<https://micro.peregrineacademics.com/pointloma>. The password for the retake module is: **PLNUPAY-1001**

**If you take any modules that are not assigned to you for this course, you will be billed for each module at \$39.**

This module is worth 5% of your total course grade. The deadline for completing the module is Sunday, JANUARY 22<sup>nd</sup> at MIDNIGHT. The percentage earned on the leveling module post-test will be translated into points earned in this course as follows:

Post-test Percentage	Points Earned in Course
95.00-100	50
90-94.99	45
85.00-89.99	40
80.00-84.99	35
<80.00	0

- 2) **Mid-term and Final Exam** (250 points total) There will be two exams in this class. The exams are based on the content covered in class and the required readings up to midterm. Exams will be essay questions based on a case.
- 3) **Application Homework** (4 @ 25 points each) There are four homework assignments linked to the Firm/SBU Application Paper. The goal of the homework is to build specific marketing analysis aligned to the firm that you are reviewing for the Firm/SBU Application Paper.
- 4) **Firm/SBU Application Project** (200 points): Each student will be paired with another student of their choice and together the team will select a firm within a firm to directly work with to come up with a comprehensive plan to achieve a specific marketing objective.

Your task is to apply the various lessons of the course to an analysis of a specific firm. The “firm” may be a small business, corporation or nonprofit. It may be a firm that you work for or are doing an internship/co-op with. The information about the firm must be accessible to you through a person at the firm who is willing to work with you and from other secondary/primary sources. Make sure to cite your sources properly in APA Style. The paper will be roughly 25 pages, plus an Executive Summary (appendices are allowed beyond the 25 pages).

Firm/SBU Application Project Assignment Requirements:

Submit a comprehensive marketing plan and report to management. **Write it as if you are submitting to an owner, marketing manager or Chief Marketing Officer for consideration.** Use a communication style that you think will be well received by the recipient. This means that the paper should not be academic. Speak to and present for the practical interests of the marketing management team.

The deliverable must provide the following.

- a) After research and collaboration with the site official, what is the SMART Marketing Objective? What is the marketing outcome that needs to be achieved?
- b) After research and collaboration with the site official, what is the **analysis** that builds context for your marketing recommendations?
- c) What are your recommendations to marketing management for improvements to the marketing efforts that will achieve the specific marketing objective?
- d) What is the integrated communications plan that will achieve the SMART Marketing Objective? See the Instructions to ensure you include a comprehensive plan.
- e) What is the projected ROI of your proposal? Sell it.
- f) Write an Executive Summary and put it at the front of the Marketing Management Paper.

- 5) **Firm/SBU Application Project Peer Evaluation** (100 point evaluation based on the Firm/SBU work): Team members will be required to complete confidential, critiques of each team member's performance. Peer Evaluations must be submitted by each team member twice during the semester.
- 6) **Lesson Plan** (100 points) Teams of students will develop a lesson plan based on a current topic in marketing. Pre-selected topics are listed in course calendar. Assessment and feedback will be provided for content and presentation. A portion of the presentation grade will be for individual presentation performance.

For this assignment, become the expert on the selected topic and figure out the best way to teach the other students in the class about the topic. Make sure the following aspects are included in your lesson plan:

- Define the topic and relate it to the overall course content.
  - Include a real-world application in marketing. For example, has the subject been in the news recently? Are any companies doing an exemplary work in this area? Can you interview an expert? Are there great videos available on the topic? Are there any outstanding resources to share?
  - The lesson plan should take students approximately 25 minutes to present in class.
  - You must include three discussion questions to engage students in class on your topic.
- 7) **In-class Participation & Experiences** (100 points at the discretion of the faculty member): Class sessions will regularly have an in-class experience, such as a "what would you do." These activities will be for points. You must be present to earn these points.

Make your presence known, in a positive way, and you will earn these points. Make your presence known, in a negative way, and you will lose these points. "Making your presence known" means that you:

- a) are present for class ON-TIME
  - b) respond to questions in class
  - c) offer insights, questions and evidences to support the conversation
  - d) engage, verbally and non-verbally in the class activities
  - e) use technology to support the learning process and do not use technology for non-course related activities.
- 8) **Marketing Rebellion Canvas Discussion** (100 points): Students will respond to the questions below related to the book and then engage in a conversation for assigned chapters in the *Marketing Rebellion* book.
    - What are the BIG points being made in the chapter?
    - How does it compare and contrast with the view of marketing management from Kotler?
    - What is the TAKE AWAY that should inform marketing management in the future?

## ASSESSMENT ACTIVITIES

### Individual Work:

Foundations of Marketing Module	50
Mid-term Exam and Final Exam	250
Application Homework (4 @ 25 points each)	100
Lesson Plan Personal Presentation Assessment	25
Marketing Rebellion Discussion	100
Individual Class Participation	<u>100</u>
	<b>625</b>

### Group Work:

Firm/SBU Application Paper	200
Firm/SBU Peer Evaluation	100
Team Lesson Plan: (Content=50, Team Presentation=25)	75
	<u>375</u>

**Total Course Points: 1,000**

### Grading Scale:

A: 93– 100%	B+: 87- 89.9%	C+: 77 – 79.9%	D+: 67 – 69.9%	F: 0 – 59.9%
A-: 90– 92.9%	B: 80– 86.9%	C: 73 – 76.9%	D: 63 – 66.9%	
	B-: 80 – 82.9%	C-: 70 – 72.9%	D-: 60 – 62.9%	

## LATE ASSIGNMENTS

Late assignments will receive a zero. ALL assignments must be submitted on Canvas.

## CLASSROOM ETIQUETTE

The class will begin at 5:30 p.m. and students are expected to be in the classroom and ready to begin at 5:30. If you have to be late due to an emergency, please email/text the instructor prior to class. In the classroom, we will treat each other with respect and kindness. Diverse perspectives are welcomed and encouraged.

Cell phones should not be used in the classroom. Laptops should not be used for non-related class activities. While laptops can enhance the learning experience, they can be very disruptive to the learning environment when used inappropriately.

## INCOMPLETES

All assignments are to be submitted/turned in by the beginning of the class session when they are due—including assignments posted in Canvas. Incompletes will only be assigned under extremely unusual circumstances.

## SPIRITUAL CARE

PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our graduate students to encounter God and grow in their Christian faith. At the Mission Valley (MV) campus we have an onsite chaplain, Rev. Gordon Wong, who is available during class break times across the week. If you

have questions for, desire to meet or share a prayer request with Rev. Wong you can contact him directly at [mvchaplain@pointloma.edu](mailto:mvchaplain@pointloma.edu) or [gordonwong@pointloma.edu](mailto:gordonwong@pointloma.edu). Rev. Wong's cell number is 808-429-1129 if you need a more immediate response.

In addition, on the MV campus there is a prayer chapel on the third floor which is open for use as a space set apart for quiet reflection and prayer.

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### **PLNU COPYRIGHT POLICY**

Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law.

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### **PLNU ACADEMIC HONESTY POLICY**

Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. Academic dishonesty is the act of presenting information, ideas, and/or concepts as one's own when in reality they are the results of another person's creativity and effort. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for that assignment or examination, or, depending on the seriousness of the offense, for the course. Faculty should follow and students may appeal using the procedure in the university Catalog. See the [Academic Honesty Policy](#) in the Graduate and Professional Studies Catalog for definitions of kinds of academic dishonesty and for further policy information.

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### **PLNU ACADEMIC ACCOMMODATIONS POLICY**

PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities. Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center ([EAC@pointloma.edu](mailto:EAC@pointloma.edu) or 619-849-2486). Once a student's eligibility for an accommodation has been determined, the EAC will issue an academic accommodation plan ("AP") to all faculty who teach courses in which the student is enrolled each semester.

PLNU highly recommends that students speak with their professors during the first two weeks of each semester/term about the implementation of their AP in that particular course and/or if they do not wish to utilize some or all of the elements of their AP in that course.

Students who need accommodations for a disability should contact the EAC as early as possible (i.e., ideally before the beginning of the semester) to assure appropriate accommodations can be provided. It is the student's responsibility to make the first contact with the EAC.

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### **PLNU ATTENDANCE AND PARTICIPATION POLICY**

Regular and punctual attendance at all classes is considered essential to optimum academic achievement. If the student is absent from more than 10 percent of class meetings, the faculty member can file a written report which may result in de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university drop date or, after that date, receive the appropriate grade for their work and participation. See [Academic Policies](#) in the Graduate and Professional Studies Catalog for additional detail.

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### **USE OF TECHNOLOGY**

In order to be successful in your course, you'll need to meet the minimum technology and system requirements; please refer to the [Technology and System Requirements](#) information. Additionally, students are required to have headphone speakers, microphone, or webcams compatible with their computer available to use for any online or hybrid classes. Please note that any course with online proctored exams require a computer with a camera (tablets are not compatible) to complete exams online.

Problems with technology do not relieve you of the responsibility of participating, turning in your assignments, or completing your class work.

## FINAL EXAMINATION POLICY

Successful completion of this class requires taking the final examination **on its scheduled day**. No requests for early examinations or alternative days will be approved.

	<b>Topics &amp; Activities</b>	<b>Reading/Discussions</b>	<b>Homework/Assignments Due</b>	<b>Lesson Plan</b>
1 1/11 Wed	Light Week	Review the course material on Canvas and read the syllabus	SUGGESTION: Work on the Peregrine Foundations of Marketing Module	Select Lesson Plan Topic
2 1/18	Chapter 1 <i>Defining Marketing for the New Realities</i>	Read Kotler Chapter 1  Marketing Rebellion Chapter 1 and 2 (Canvas Discussion)	Complete the Peregrine Foundations of Marketing Module by January 22 <sup>nd</sup>	Form Firm/SBU Teams
3 1/25	Chapter 2 <i>Marketing Planning and Management</i>	Read Kotler Chapter 2  Marketing Rebellion Chapter 3 and 4 (Canvas Discussion)	Select a firm/SBU for Firm Application assignment by January 29 <sup>th</sup> at 11:59 p.m. Submit on Canvas.	
4 2/1	Chapter 3 and 4 <i>Analyzing Consumer and Business Markets</i>	Read Kotler Chapter 3 and 4  Marketing Rebellion Chapter 5 and 6 (Canvas Discussion)	SMART Marketing Objective submitted on Canvas by February 5 <sup>th</sup> at 11:59 p.m.	
5 2/8	Chapters 5 <i>Conducting Marketing Research</i>	Read Chapters 5  Marketing Rebellion Chapter 7-9 (Canvas Discussion)		Search Engine Optimization (SEO)
6 2/15	Chapter 6 <i>Identifying Market Segments &amp; Targets</i>	Read Chapter 6	U - Situation Analysis Homework submitted on Canvas by February 19 <sup>th</sup> at 11:59 p.m.	Artificial Intelligence applications in Marketing
7 2/22	Chapters 7 <i>Crafting the Brand Positioning</i>	Read Kotler Chapter 7	C- Customer Analysis Homework submitted on Canvas by February 26 <sup>th</sup> at 11:59 p.m.	Branding personality framework relevance

8 3/1	Chapter 8 & 10 <i>Designing Value and Branding</i>  Mid-term Exam Prep-Session	Read Kotler Chapters 8 & 10		
3/8 Spring Break	<i>No Class</i> Enjoy your Spring Break!			
9 3/15	Mid-Term Exam – Kotler et al Chapters 1, 2, 3, 4, 5, 6, 7			
10 3/22	Chapter 12 & 13 <i>Communicating Value</i>	Read Kotler Chapters 12 & 13		Social Media Marketing (SMM)
11 3/29	Chapter 14 <i>Communicating Value</i>	Read Kotler Chapter 14		Influencer Marketing
12 4/5	<i>No Class</i> Happy Easter!			
13 4/12	Chapter 15 <i>Delivering Value: Designing &amp; Managing Integrated Marketing Channels</i>	Read Kotler Chapter 15	A- Activate Solutions & Marketing Recommendations Homework submitted on Canvas by April 16 <sup>th</sup> at 11:59 p.m.	Programmatic Advertising
14 4/19	Chapters 17 <i>Managing Growth</i>	Read Kotler Chapter 17	M- Measure Results Homework submitted on Canvas	Mindful Marketing



			by April 23 <sup>rd</sup> at 11:59 p.m.	
15 4/26	Chapter 19 <i>Building Customer Loyalty</i>	Read Kotler Chapter 19	Firm/SBU Application Paper Due Sunday, April 30 <sup>th</sup> at 11:59 p.m.	
16 5/3	Final Exam Kotler et al Chapters 8, 10, 12, 13, 14, 15, 17, 19			Have a wonderful summer!

**Lesson Plan**  
Spring 2023  
MBA Marketing Management

The Lesson Plan is an opportunity to learn about current developments in Marketing and the implication of these developments on Marketing Management. A team will give a professional presentation in class. There is no written paper submission required. Presentations will be videotaped and the video will be distributed to the team members for viewing.

This learning activity will:

1. Provide a current perspective of important topics that impact Marketing Management in 2023.
2. Create an opportunity to work in a team to create a presentation and for the team presentation to receive feedback and coaching.
3. Serve as an opportunity to practice professional presentation skills and to receive feedback and coaching.

**Lesson Plan Guidelines**

1. Directly answer the question posed. Draw a specific conclusion from the evidence developed through the presentation.
2. Define the topic and relate it to what we are studying in Marketing. Demonstrate that you are a beginning "expert" in the topic and update the class on definitions, uses, trends, controversy and your position regarding the topic.
3. Include a real-world and/or current topic aspect of the topic. For example, has the subject been in the news recently? Are any companies doing exemplary work in this area? Are there great videos available on the topic? Are there any outstanding resources you can share with us?
4. Your team should take 15 minutes in class to share your presentation. Make it engaging and informative. You may include readings, videos, articles, website reviews, etc.
5. After the formal presentation, lead a 10-minute conversation with your peers. Consider how to foster a discussion.

Students will sign up for a topic during the Light Week.

Week 5: Search Engine Optimization: Will SEO remain a critical part of the way that the Marketing Manager will find/get/keep customers in the next five years?

Week 6: Artificial Intelligence Applications in Marketing: What ways will AI change the nature of Marketing and the job of the Marketing Manager in the future?

Week 7: Does the brand personality framework developed by Aaker still shape consumer behavior today?

Week 10: Social Media Marketing (SMM): Are brands perpetuating the addictive nature of social media? How can a Marketing Manager effectively use SMM to reach the next generation of consumers (Gen Z and Gen Alpha) in a way that is ethical?

Week 11: Influencer Marketing: Is the effectiveness of the social influencer as a part of the marketing communication plan decreasing in 2022 as a result of the emerging business environment from COVID-19?

Week 13: Programmatic Advertising: Is programmatic advertising a fad or will it be the standard for media placement in the future?

Week 14: Mindful Marketing: Marketing has been associated with moral lapses for decades, will that trend continue or is there a way for marketing managers to do marketing ethically?

## **FIRM/SBU APPLICATION PROJECT INSTRUCTIONS**

As a learning exercise in this course, you will, as part of a team, write a comprehensive marketing strategy for the firm selected in the Firm/SBU Application project. The marketing strategy is a component within the overall Firm/SBU Application project and contains four parts, to be turned in according to the class schedule and the specific instructions.

- Write in business professional language throughout the paper (third person, NOT first person).
- You will use the UCAM approach for this project.
  - **Uncover a Need/Problem**
  - **Connect to the Market**
  - **Activate Solution**
  - **Measure Results**
- Finally, but perhaps most important – develop your analysis and present it in a way that will impress the company and instructor. The material must be consistent with good marketing theory and philosophy. The instructor will grade the strategy based on the appropriate application of the theory and based on how innovative the content suggestions are. But this is also a practical paper designed to provide the company with a viable strategy to be implemented upon completion of the course. Creativity is valued. Have fun with this part of the project!

The strategy contains four parts, see below for details:

1. Part 1: Uncover a Need/Problem (SWOT Analysis and Integrated Marketing Communications (IMC) Niche Identified)
  - a. After research and collaboration with the site official, what is the SMART Marketing Objective? What is the marketing outcome that needs to be achieved?
  - b. SWOT Analysis – Examine current content published on all of the company’s owned platforms (website, email, search, online ads and social media) and identify its strengths, weaknesses, opportunities and threats.
  - c. IMC Niche - Here you are going to explain thoroughly what topic your company can be the leading informational expert on in the industry. You need to clearly state how the company is going to be able to do this and how is the information different than what competitors are already publishing and therefore, qualifies as a "niche."
2. Part 2: Connect to the Market (Buyer Persona Development)
  - a. Buyer Persona Development - You must do secondary research and create the ideal buyer persona for the company. I want you to create an actual person, give it a name, and then creatively display the persona in your paper. The persona needs to match the SMART objective for the overall marketing

strategy. Explain exactly where the persona is online, how your company can reach the persona online and what the online habits are (how often does it check email, go on social media, which social media accounts it has, etc.). Cite your secondary research in-text using APA format and at the end as a reference page. Be creative in how you design each buyer persona in your paper.

3. Part 3: Activate a Solution (Integrated Marketing Communications)
  - a. After research and collaboration with the site official, what is the analysis that builds context for your marketing recommendations?
  - b. What are your recommendations to marketing management for improvements to the marketing efforts that will achieve the specific marketing objective?
  - c. What is the integrated communications plan that will achieve the SMART Marketing Objective? Select at least five tactics and explain each one thoroughly. Give a detailed description of how each tactic matches the primary buyer persona developed in part 2.
4. Part 4: Measure Results (What is the Net Marketing Contribution (NMC)?)
  - a. What is the projected ROI of your proposal? Sell it.
  - b. Describe the NMC.