



# **Course Syllabus**

# **Marketing Management**

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**March – July 2025-1**

**X Level**

**Professor:**

**Lu Chang-Say, Estuardo**

## I. General information of the course

|                            |                              |                                |   |
|----------------------------|------------------------------|--------------------------------|---|
| <b>Name of the course:</b> | Marketing Management         |                                |   |
| <b>Prerequisite:</b>       | Strategic Marketing Planning | <b>Code:</b>                   | 04627   |
| <b>Preceding:</b>          | Does not have                | <b>Semester:</b>               | 2025-1  |
| <b>Credits:</b>            | 3                            | <b>Level:</b>                  | X   |
| <b>Weekly hours:</b>       | 3 hours                      | <b>Modality of the course:</b> | Online synchronous  |
| <b>Career(s)</b>           | Consumer Psychology          | <b>Course coordinator:</b>     | Varinia Bustos A.<br><a href="mailto:vbustos@esan.edu.pe">vbustos@esan.edu.pe</a> |

## II. Summary

The course is directed to able students in the use of marketing tools to optimize organizational resources since successful and non-successful study cases, strategic marketing implementation, the evaluation of market research cases, products positioning and re-positioning, and the correct use of strategies of price, distribution, advertising, sales promotion, selling and others. It also included international marketing cases.

Students will develop a marketing management proposition along the course.

## III. Course Objective

The objective of the course is to strengthen student skills of expression and oral and written communication in the processes to explain the marketing plan and research works, showing skills of influence, inspire and encourage individuals and teams through decision-making models applied in business contexts.

It also handles concepts and integrated principles of management to analyze, diagnose and assess the opportunities, challenges, and current and future impact presenting the competitive environment, formulating the Strategic and Tactic Marketing Planning.

## IV. Learning Results

As the outcome of completing this course, the student should be able to:

- Understand the multifunctional and interdisciplinary nature of organizations.
- Identify opportunities and challenges in global markets.
- Generate powerful and differential concepts from a product idea.
- Determine the market attractiveness and potential for a new product.
- Effectively apply strategical and tactical marketing decisions
- Formulate and propose strategies of Marketing Mix.
- Able to communicate effectively with a range of audiences and lead marketing teams with multifunctional roles.

## V. Methodology

The subject development considers:

- The professor acts as a learning facilitator, combining class expositions, lecturers, case studies and assignment discussions.
- Active participation of students inside and outside the classroom is expected.
- To enrich class and group discussion, mandatory readings and video materials or resources must be completed by students prior to the session, according to the course program.
- Field and desk research and complementary text readings can also be combined.
- All learnings must be applied in a final integrated project that would be developed and presented in teams.
- The method of teaching reinforces in the participant the development of the skills needed to perform successfully in the business world such as analytical skills, critical synthesis, solving problems and decision making.

## VI. Assessment

The evaluation system is permanent and comprehensive and is intended to promote student learning. The course grade is obtained by averaging the permanent assessment (70%), and a final exam (30%).

The final average (FA) is obtained as follows:

$$FA = (0,70 \times PAA) + (0,30 \times FE)$$

**Where:**

**FA** = Final Average

**PAA** = Permanent Assessment Average

**FE** = Final Exam

The permanent evaluation is the weighing average of the corresponding assessments: Participation and attendance in classes / Quizzes / Graded Assessments / Mid-term Evaluation / Case Studies and Presentations / Final Integrative Work. The average of these grades gives the corresponding final mark.

The final course Project would consist of a new Product Launching Proposal (with some strategical and tactical parts of a marketing plan) that would be prepared and validated in teams. These include different progress checks that must be present during the course development in the date indicated in the course program.

This final work must be presented in the virtual classroom written in a file in Word (Arial 11). It is imperative that the sources of information and bibliography are cite under the format APA. The virtual classroom must also contain the power point file of the oral exposure and all annexes which complement the work (like excels tables with analysis, videos, market studies, etc.).

The weights of the permanent assessment average are described in the following table:

| <b>PERMANENT ASSESSMENT AVERAGE - PAA 70%</b> |  |                   |
|---|--|-------------------|
| <b>Evaluation Type</b>                        | <b>Description</b>   | <b>Weighing %</b> |
| Diagnostic Test                               | Test to find out entrance level  | 0%                |
| Reading Control                               | 3 Quizzes  | 10%               |
| Graded Assessment                             | 2 Tests  | 20%               |
| Practical applications                        | 4 study cases and Activities in class  | 10%               |
| Mid-Term Evaluation                           | Covers topics given in the first seven weeks of classes  | 20%               |
| Final Course Project*                         | 1st Report in progress (20%) + Final Report (30%) + Oral Team Presentation (15%) & Individual Presentation (35%) | 30%               |
| Participation                                 | Attendance and Participation in class discussions  | 10%               |

(\*) In the assessment of the written document of the research, aspects of content, monitoring and utilization of the standards of the American Psychological Association (APA) is further contemplate. Thereby it promotes communication skills in academic written down documents.

## VII. Program Content

| <b>WEEK</b>   | <b>CONTENTS</b>   | <b>ACTIVITIES / EVALUATION</b>   |
|---|---|--|
| <b>LEARNING UNIT I: STRATEGICAL DIAGNOSIS AND MARKETING PLANNING</b>  |   |  |
| <b>LEARNING RESULTS:</b>  |   |  |
| <ul style="list-style-type: none"> <li>• Understand the competitive global environments of businesses.</li> <li>• Discover the multifunctional and interdisciplinary nature of organizations.</li> <li>• Identify opportunities and challenges in global markets</li> <li>• Formulate and define strategical marketing decisions</li> </ul> |   |  |
| <b>1°<br/>From<br/>March<br/>17th to<br/>22nd</b>   | <b>1.1 MARKETING MANAGEMENT</b><br>1.1.1 Basic Marketing Concepts Review<br>1.1.2 Value Generation and Brand Importance<br>1.1.3 Importance of Holistic Marketing                     | Presentation of the methodology of the course.<br><br>Guidelines for the development of the Final Assignment         |
|   | <b>Mandatory reading:</b><br>Kotler, P. and Keller, K. (2012) in <i>Marketing Management</i> . Chapter 1: Defining Marketing for the 21 <sup>st</sup> Century (pp 2-27). Special p.16 |  |
| <b>2°<br/>From<br/>March 24th<br/>to 29th</b>   | <b>1.2 MARKETING PLAN - STRATEGICAL: BUSINESS ANALYSIS, DIAGNOSIS &amp; FORMULATION</b><br>1.2.1 Strategical versus Tactical Marketing<br>1.2.2 Strategical Diagnosis and Formulation | <b>Quiz 1<br/>(Weeks 1 to 2)</b><br>Kotler, P. and Keller, K. (2012) Op. Cit. Chaps. 1 & 2 (pp. 2-27) & (pp. 32-64). |

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|---|---|--|
|   | <p><b>Mandatory readings:</b><br/>Kotler, P. and Keller, K. (2012) in Marketing Management. Chapter 2: Development of marketing plans and strategies. (pp. 32-64).<br/>ANDA (2014). 30 Años de Investigación de Mercados en el Perú. Anda News 146.</p>   | <p>Cohen, W. (2001) Op. Cit. Chap. 1. (pp. 07-16).<br/>ANDA (2014). 30 años de Investigación de Mercados en el Peru. Anda News 146.</p>  |
| <p><b>3°<br/>From<br/>March<br/>31st to<br/>April 5th</b></p> | <p>1.2.3 BCG Matrix for Product Portfolio Analysis<br/>1.2.4. Goals and Objectives Setting and Differences<br/>1.2.4 Business and Competitive &amp; Growth Strategies<br/>1.2.5 I-E Matrix for Strategical Decisions.</p> <p><b>Mandatory reading:</b><br/>Cohen, W. (2001) in <i>The Marketing Plan</i>. Prologue (pp. 1-6)<br/>Chap. 1. Step 1: Planning the Development of a Marketing Plan (pp 07-16)</p> <p><b>Complementary readings:</b><br/>Cohen, W. (2001) in <i>The Marketing Plan</i>.<br/>Chap. 2. Step 2: Scanning you Environment. (pp. 17-31)<br/>Chap. 3. Step 3: Establishing Goals and Objectives (pp 33-39)<br/>Chap. 4. Step 4: Development Marketing Strategy (pp. 41-61)</p>   | <p><b>Study Case #1<br/>Marketing Plan</b><br/>Cohen, W. (2001)<br/>Appendix A: Sample Marketing Plans: A5<br/>Birralee Primary School (Australia) (pp 251-287)</p>                                      |
| <p><b>4°<br/>From<br/>April 07th<br/>to 12th</b></p>          | <p><b>1.3. BLUE OCEAN STRATEGY: MARKET CREATION</b><br/>1.3.1 Blue Ocean vs. Red Ocean Markets<br/>1.3.2. How to Find Blue Ocean Markets<br/>1.3.3 Innovation using ERIC Matrix.</p> <p><b>1.4 MARKETING PLAN - OPERATIONAL: TACTICS AND IMPLEMENTATION</b><br/>1.4.1 Marketing Tactics and Alignment with Objectives<br/>1.4.2 Forecasting the Marketing Plan and Controlling</p> <p><b>Mandatory readings:</b><br/>Kim Chan &amp; Mauborgne, R. (2005) In Blue Ocean Strategy.<br/>Chap. 1: Creating blue oceans (pp. 1-22)<br/>Chap. 2: Analytical tools and Frameworks (pp. 23-46)<br/>Chap. 3: Reconstruction of the market boundaries (pp.47-80)</p> <p>Cohen, W. (2001) in The Marketing Plan<br/>Chap. 5. Step 5: Developing Marketing Tactics (pp 63-74)<br/>Chap. 6. Step 6: Forecasting for your Marketing Plan (pp 81-92)<br/>Appendix A: Sample Marketing Plans: A5 Birralee Primary School (Australia) (pp 251-287)</p> | <p><b>Classes in laboratory</b></p>  |
| <p><b>5°<br/>From<br/>April 14th<br/>to 19th</b></p>          | <p><b>1.5 MARKET AND CONSUMER ANALYSIS</b><br/>1.5.1 Marketing Information System<br/>1.5.2 Brand Tracking as support for marketing decisions<br/>1.5.3 Applied Market Research Types<br/>1.5.4 Customer Value and Value Proposition Designing</p> <p><b>Mandatory reading:</b><br/>Kotler, P. and Keller, K. (2012) Op. cit.<br/>Chapter 4: Conducting Marketing Research (pp 96-120)</p> <p><b>Complementary reading:</b><br/>Kotler, P. and Keller, K. (2012) Op. cit.<br/>Chapter 6: Analyzing Consumer Markets (pp 150-181)</p>  | <p><b>Test 1<br/>From 1.1 to 1.4</b><br/>Readings:<br/>Chan, K. &amp; Mauborgne, R. (2005) Op. cit. Chap. 1, 2 &amp; 3 (pp. 1-22), (pp. 23-46) &amp; (pp.47-80).</p> <p><b>Classes in laboratory</b></p> |

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| <p><b>6°</b><br/>From<br/>April 21st<br/>to 26th</p>  | <p>1.5.5 Importance and Valuation Matrix<br/>1.5.6 Innovation to Differentiate and Creative Techniques</p> <p><b>1.6 SEGMENTATION AND TARGETING</b><br/>1.6.1 Market Segmentation and Target Market Selection.</p> <p><b>Mandatory reading:</b><br/>Kotler, P. and Keller, K. (2012) Op. cit.<br/>Chapter 3: Collecting Information and Demand Forecast (66-95)</p> <p><b>Complementary reading:</b><br/>Baker, M. &amp; Hart, S. (2007). Chaps. 8. Idea management for new product development. In <i>Product Strategy &amp; Management</i>. (pp. 215-254).</p> | <p><b>Case Study #2</b><br/>Insights &amp; Research,<br/>Consumer Analysis and<br/>Positioning</p> <p><b>Mkt. Research and<br/>Consulting Proposals for<br/>Final Project</b></p>   |
| <p><b>LEARNING UNIT II: STRATEGICAL FORMULATION</b><br/><b>LEARNING RESULTS:</b><br/>Manage and apply concepts of Marketing Management.</p>   |  |   |
| <p><b>7°</b><br/>From<br/>April 28th<br/>to May 3rd</p>   | <p><b>1.7 MARKET SIZE &amp; DEMAND FORECASTING</b><br/>1.7.2 Forecasting the demand: Market Size Estimation.<br/>1.7.3 Analysis of historical market size information<br/>1.7.4 Quantitative and Qualitative Techniques for Forecasting<br/>1.7.5 Applications cases: New Inventions, Disruptions and Line Extensions.</p> <p><b>Complementary reading:</b><br/>Kahn, K. (2006). Chap. 1. In <i>New Product Forecasting: An Applied Perspective</i>. (pp. 10-18.). Sharpe Inc.</p>   | <p><b>Quiz 2</b><br/><b>(Week 5 &amp; 7)</b><br/>Kotler, P. (2012) Op. cit.<br/>Chaps. 3, 4 &amp; 10 (pp. 66-95), (pp. 96-120) &amp; (pp. 274-297)<br/>EFFIE AWARD Peru<br/>(2019) Tendencias de Marketing y Publicidad. Análisis de la Campañas Finalistas 2018.</p> |
| <p><b>8°</b><br/>From<br/>May 5th to<br/>10th</p>   | <p><b>MID-TERM EXAMS</b><br/><b>MANDATORY COURSES</b></p>  |   |
| <p><b>LEARNING UNIT III: MARKETING MIX STRATEGIES</b><br/><b>LEARNING RESULTS:</b></p> <ul style="list-style-type: none"> <li>Formulate and propose strategies of Positioning and Branding</li> </ul> |  |   |
| <p><b>9°</b><br/>From<br/>May 12th<br/>to 17th</p>  | <p><b>2.1 POSITIONING STRATEGY &amp; CONCEPT CREATION</b><br/>2.1.1 Segmentation and Targeting Process<br/>2.1.2 Positioning Steps<br/>2.1.3 Value Judgement Matrix Positioning vs Price<br/>2.1.4 Positioning Principles and Differential Types<br/>2.1.5 How the Mind Perception Works?<br/>2.1.6 Concept Creation and Positioning Statement</p> <p><b>Mandatory readings:</b><br/>Kotler, P. and Keller, K. (2012) Op. cit. Chapter 10: Crafting the Brand Positioning (pp. 274-297)</p> <p><b>Complementary readings:</b></p>                                | <p><b>Classes in laboratory</b></p>   |

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|---|---|---|
|   | <p>Kotler, P. and Keller, K. (2012) Op. cit. Chapter 8: Identifying Markets Segments and Targets (pp 212-238)</p> <p>Baker, M. &amp; Hart, S. (2007). Chaps. 10. Concept Development and Testing. In <i>Product Strategy &amp; Management</i>. (pp. 274-307).</p> <p>EFFIE AWARD Peru (2019) Tendencias de Marketing y Publicidad. Análisis de la Campañas Finalistas 2018.</p>   |   |
| <p><b>10°</b><br/><b>From</b><br/><b>May 19th</b><br/><b>to 24th</b></p>  | <p><b>3.1 PRODUCT STRATEGIES &amp; TACTICS</b></p> <p>3.1.1 Importance of product Innovation and Sustainability</p> <p>3.1.2 New product development process</p> <p>3.1.3 Product and Services Strategies</p> <p>3.1.4 Components and Strategic use of the Packaging</p> <p><b>Mandatory reading:</b><br/>Kotler P. and Keller, K. (2012) Op. cit.<br/>Chapter 12: Setting Product Strategy (pp 324-353)</p> <p><b>Complementary reading:</b><br/>Kotler P. and Keller, K. (2012) Op. cit.<br/>Chapter 11: Competitive Dynamics (pp. 298-322)</p>   | <p><b>Case Study #3</b><br/>Product, Services and Branding</p>  |
| <p><b>11°</b><br/><b>From</b><br/><b>May 26th</b><br/><b>to 31st</b></p>  | <p><b>3.2 BRANDING STRATEGIES</b></p> <p>3.2.1 Intellectual Property Right and Branding</p> <p>3.2.2 Brand elements: Brand Name Selection</p> <p>3.2.3 Brand Management, Brand Identity, and Image</p> <p>3.2.4 Brand Equity Elements and measurement</p> <p>3.2.5 Brand Portfolio Strategies and Line Extensions.</p> <p><b>Mandatory readings:</b><br/>Aaker D. (1991). What is Brand Equity? In <i>Managing Brand Equity</i>. Chap. 1 (pp. 1-33)</p> <p>Kapferer, J. (2012). Brand Identity and Positioning In the new strategic Brand management. Chap 7 (pp. 149-177)</p> <p>Keller, K. (2013). Customer based Brand Equity and Brand Positioning. In <i>Brand Management</i>. Chap. 2 (pp. 67-97)</p> <p>Vukasovic T. (2016) <i>A Conceptual Framework for Understanding Consumer - Based Brand Equity</i>. Technology, Innovation and Industrial Management.</p> | <p><b>First Progress of Final Assignment</b><br/>(Check Guidelines)</p> <p><b>Classes in laboratory</b></p>   |
| <p><b>LEARNING UNIT IV: TACTIC AND IMPLEMENTATION</b></p> <p><b>LEARNING RESULTS:</b></p> <ul style="list-style-type: none"> <li>• Formulate Marketing mix tactics.</li> <li>• Able to lead marketing teams.</li> </ul> |   |   |
| <p><b>12°</b><br/><b>From</b><br/><b>June 2nd</b><br/><b>to 7th</b></p>   | <p><b>4.1 PRICING STRATEGIES &amp; TACTICS</b></p> <p>4.1.1 Pricing Policy and Strategies</p> <p>4.1.2 Value Matrix: Price versus Perceived Benefits</p> <p>4.1.3 Price Tactics and Price structure and margins</p> <p><b>Mandatory Readings:</b><br/>Kotler, P. and Keller, K. (2012) Op. Cit.<br/>Chap. 14: Developing Pricing Strategies and Programs (pp 382-413)</p>   | <p><b>Quiz 3</b><br/><b>(Weeks 9 - 11)</b></p> <p>Kapferer, J. (2012). Op. cit. Chap. 7 (pp. 149-177).</p> <p>Keller, K. (2013). Op.cit. Chap. 2 (pp. 67-97).</p> <p>Vukasovic T. (2016) <i>A Conceptual Framework for Understanding Consumer - Based Brand Equity</i>.</p> <p><b>Classes in laboratory</b></p> |

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| <p><b>13°<br/>From<br/>June 9th to<br/>14th</b></p>      | <p><b>4.2 COMMUNICATION VALUE TACTICS</b><br/>           4.2.1 Integrated Marketing Communications.<br/>           4.2.2 Mix Elements of Promotions to capture, convert and retain customers.<br/>           4.2.3 Earned Media and Shared Media in digital communications.<br/>           4.2.4 Promotions to Create Brand Experiences</p>   | <p><b>Test 2 in Laboratory<br/>From 3.1 to 3.3<br/>Readings</b><br/>           Kotler, P. and Keller, K. (2012) Op. Cit. Chapter, 12 &amp; 13: (pp. 324-353), (pp. 354-381).</p> <p><b>Classes in laboratory</b></p> |
|  | <p><b>Complementary Readings:</b><br/>           Kotler, P. and Keller, K. (2012) Op. Cit. Chap. 17: Designing and Managing Integrated Marketing Communications (pp 474-500)<br/>           Chap. 18: Managing Mass Communications: Advertising, Sales Promotion, Events and Experience and Public Relations (pp 502-532)<br/>           Chap. 19: Managing Personal Communications: Direct and Interactive Marketing, Word of Mouth, &amp; Personal Selling (pp 534-562)<br/><br/>           Godey &amp; Others (2016) <i>Social media marketing efforts of luxury brands: Influence on brand equity and consumer behavior.</i> Journal of Business Research</p> |  |
| <p><b>14°<br/>From<br/>June 16th<br/>to 21st</b></p>     | <p><b>4.3 DISTRIBUTION STRATEGIES &amp; TACTICS</b><br/>           4.3.1 Channels and Distribution Strategies.<br/>           4.3.2 Distribution Market Reserch: Market Audit<br/>           4.3.3 Merchandising, Category Management and Shopper marketing</p>   | <p><b>Case Study #4<br/>Placement and<br/>Communications</b></p>   |
|  | <p><b>Mandatory Readings:</b><br/>           Kotler, P. and Keller, K. (2012) Op. Cit. Chap.15: Designing and Managing Integrated Marketing Channels (pp 414-445)<br/><br/> <b>Complementary Reading:</b><br/>           Kotler, P. and Keller, K. (2012) Op. Cit. Chap.16: Managing Retailing, Wholesaling &amp; Logistics (pp 447-472)<br/><br/>           Gwal A. &amp; Gwal R. (2016) <i>Brewing Loyalty through Brand Experience: The CCD Way.</i> LBS Journal of Management and Research Vol. XIV No. 1.</p>  |  |
| <p><b>15°<br/>From<br/>June 23rd<br/>to 28th</b></p>     | <p><b>FINAL ORAL PRESENTATION OF FINAL TEAM PROJECT</b><br/>(Special dates / times for this activity will be scheduled)</p>   | <p><b>Final Project Submission<br/>and Oral Presentation</b></p>   |
| <p><b>16°<br/>From<br/>June 30th<br/>to July 5th</b></p> | <p><b>FINAL EXAMS (Online)</b></p>  | <p><b>From 2.1 to 4.3</b></p>  |

## VIII. References

### Basic Course Textbook:

Kotler, P. & Keller, K. (2012). *Marketing Management*. (14th ed.) USA: Pearson Education/Prentice Hall.

### **Complementary Bibliography:**

- Aaker, D. (1991). *Managing Brand Equity*. New York, The Free Press.
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- Pope, J. (1993). *Practical Marketing Research*. (3rd Ed.) AMACOM.
- Ulrich, K. & Eppinger, S. (2012). *Product Design and Development*. (5th. Ed.) Los Angeles: McGraw Hill Education.
- Vukasovic T. (2016). *A Conceptual Framework for Understanding Consumer - Based Brand Equity*. Technology, Innovation and Industrial Management.

### **IX. Laboratory Support**

Computer lab with MS Excel will be used for practical classes in Week 5, 6, 11 & 13.

### **X. Professor**

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