# PRODUCT MANAGEMENT

3\textsuperscript{rd} Year

**HIGHER DEGREE IN MARKETING AND BUSINESS MANAGEMENT**

*(TSDMC)*

**Academic year 2013/2014**

| Professor:    | Madrid Campus:Luis Sánchez Villa  
<table>
<thead>
<tr>
<th></th>
<th>Valencia Campus: Bruno Arnau</th>
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</thead>
</table>
| Period of classes and year: | Quarter 1  
|                | 3\textsuperscript{rd} Year        |
| Type of course: | P                                 |
| Language in which the course will be taught: | English |
| No. Of credits: | 4,5                               |
| Hours per week: | 3                                 |

**Department**

MARKETING MANAGEMENT

*updated: july`13*
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2. Description of the subject
Product knowledge as an essential issue in modern marketing, is critical for strategic decisions and operative decisions. The product policy and its interrelation with other marketing mix elements, define the marketing management scenario.
Product management subject is focused since the beginning on strategic and operational marketing issues. Every single variable is to be review from a global to individual perspective, but permanently focused on processes for taking decisions.
3. Subject Aims

The subject PRODUCT MANAGEMENT will provide the student with a general overview about the role played by the product and the product range in the marketing strategy and operational scenarios.

The course is divided in 5 parts:

A general overview about the today’s product concept, including product classifications, branding and positioning

Second part bring us to the main tools for product range analysis: Information sources, main ratios, strategic and operative matrixes and product life cycle

At the third step, new product launch is covered. Including the most used programs to secure the success of the product launching plan

Finally we devote some the last part of the module, to study the peculiarities of the services. What they have in common with the tangibles and the main differences

With this program the student will go across all relevant items on product policy, from the very simple concept, such as the product as it is in today’s business, to the more complex developments as the new products launch and development.

Product will be linked with all marketing variables in order to give the students a whole view of today’s competitive markets.

4. Methodology

The preparation of the course will be by:

• Exposure of the teacher of various cases and exercises that illustrate the various themes and concepts in the syllabus of the subject. This is to equip students with some theoretical content to be applied later in drill and practice new proposals.

• Proposal for reading news articles in newspapers and magazines related to the subject and illustrate the themes given in the matter.

• Exercises performed by students in the classroom
5. Skills

Basic skills

CT1. Ability to analyse and synthesise: analysis, synthesis, evaluation and decision-making based on relevant information records on the company's position and potential growth.

CT2. Ability to organise and plan: organisation, planning and administration of companies or small and medium enterprises, understanding their competitive and institutional position and identifying strengths and weaknesses.

CT3. Spoken and written native language skills: understanding and ability to correctly communicate in different scenarios in Spanish. Ability to make oneself understood by superiors and subordinates in a clear and concise manner and draft advisory reports and (global or functional area) business management projects.

CT4. Spoken and written foreign language skills: understanding and ability to communicate in economic-corporate scenarios in English.

CT5. Knowledge of information systems relating to studies: normal use of information and communications technology in all professional work.

CT6. Ability to analyse, search for and interpret information from different sources: ability to identify sources of relevant economic information, obtain and select information that non-professionals are not capable of recognising.

CT7. Ability to summarise and interpret: the student must be able to understand economic institutions, as well as results and apply theoretical or formal models on how the economy works.

CT8. Ability to solve problems

CT9. Ability to make decisions

CT10. Ability to apply professional criteria based on the use of technical instruments to problems.

CT11. High standards and well organised.

CT12. Creativity, initiative and proactive attitude.

CT13. Ability to communicate fluently: student must be able to work in all functional areas of a company or medium or large organisation and successfully perform all management tasks required.

CT14. Ability to work in an interdisciplinary team.

CT15. Ability to work in an international environment.

CT16. Interpersonal skills.
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CT17. Ability to work in different and multi-cultural environments: acknowledge and respect different cultures.
CT18. Critical reasoning skills.
CT21. Ability to study independently.
CT22. Ability to adapt to new situations.
CT30. Project design and management.
CT31. Ability to report economic-business issues.

Specific skills - personal

CE2. Becoming part of the functional area of marketing in a company or organisation and successfully performing all management roles entrusted.
CE3. Ability to evaluate the position and foreseeable growth of a company, using the relevant data and, in particular, the area of marketing and market research.
CE4. Draft advisory reports on specific company and market situations.
CE8. Be able to choose and use the necessary information system applications for business diagnosis and analysis, as well as apply them to marketing management.
CE9. Be capable of making decisions relating to commercial variables.
CE10. Be capable of strategic market planning.
CE11. Be capable of correctly identifying and analysing the factors that influence consumer behaviour from a marketing perspective.
CE12. Know and be capable of developing commercial research processes.
CE13. Be capable of reaching marketing decisions in specific business scenarios.
CE14. Understanding the role and importance of integrated marketing communications.
CE19. Be capable of applying the theoretical knowledge, methodology and techniques acquired from training in a combined way (relating to marketing and market research), working in a team and developing professional marketing and market research skills.
CE20. Be capable of presenting and defending an entire project that includes marketing activities or a Marketing Plan.
6. Evaluation Process

The evaluation system of qualifications is continuous assessment, in which school attendance is compulsory and to be entitled to it, implies a minimum percentage of attendance of 70%.

As contained in the Academic Course Guide will automatically apply the score that each student has a function of the number of absences. The rate range between +1 and -1.

Total Score Maximum Attendance and Participation: 1 point.

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Ponderación</th>
<th>Naturaleza</th>
<th>Observación</th>
</tr>
</thead>
<tbody>
<tr>
<td>E.1 Voluntary Test: 2 pruebas</td>
<td>1º Test: 35% 2º Test: 35%</td>
<td>Individual test</td>
<td>Subject is released with a minimum score of 5 points or more in each test. A second test will be accessed whenever it is passed the first.</td>
</tr>
<tr>
<td>E.2 Mandatory work</td>
<td>TOTAL: 30%</td>
<td>Group</td>
<td>3 points</td>
</tr>
<tr>
<td>FINALEXAM</td>
<td>60%</td>
<td>Test alternative for those who do not release per course</td>
<td>Applies to Ordinary and Extraordinary</td>
</tr>
</tbody>
</table>

- The student can pass the subject, and shall not take the final exam, if it meets the average less than 6 points in each of voluntary testing.

- A student who does not release the subject of continuous assessment must take the final exam, which call both the ordinary and the extraordinary will have a rating of 70% of the final grade, plus 30% applied to the total score for the rest of continuous assessment (compulsory work and active participation).

- Students who have an attendance of less than 70% are not entitled to continuous assessment, are valued over 60% of the final exam, both in the call ordinary and the extraordinary.

- All those students repeating the course and are exempt from compulsory attendance, assessment will be by the Final Exam which involve weighting if 100% of the final grade.

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• To overcome the Subject is a must have submitted and approved Obligatory Work, and obtained in an assessment Voluntary Written Tests least 5 out of 10 points for both the ordinary call to the extraordinary.

a. Voluntary Written Tests: E.1

Two tests will develop during the semester with the following format:

• Develop during the class hours for the subject.

• They will consist of 3 or 4 questions for 1 hour to develop.

• It will ensure that each of the tests occupy about half of the program.

Each test will value about 10 points and the student must demonstrate in that dominates the subject in each part to be examined. The review of these assessment tests will be performed in class by correcting the same, with no individual review.

b. Mandatory Assignments: E.2

The students, in groups, will develop during the course a compulsory assignment consisting on a product range analysis.

It will assess the content and the presentation of the work.

c. Active Participation: E.3

d. Final Exam

Continuous assessment applies to both official calls for final exam: ordinary and extraordinary, so that the weighting of the final grade of the student will be in both cases 70%. The exception applies only to those students repeating the course and exempt from attendance, in which case the final assessment of the examination will be 100%.

Structure of final exam:

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It will consist of 5 questions to develop for 2 hours. The test was assessed on 10 points and the student must demonstrate mastery of the subject and have the basic knowledge on the same.

In this test must be scored by at least 80% of the questions
7. Subject Program

a. Course Detail

CHAPTER 1
THE PRODUCT. A COMMERCIAL FACTOR
CHAPTER 2
BRAND AND POSITIONING
CHAPTER 3
PRODUCT RANGE ANALYSIS
CHAPTER 4
PRODUCT LIFE CYCLE
CHAPTER 5
PRODUCT RANGE STRATEGIES
CHAPTER 6
PRODUCT INNOVATION
CHAPTER 7
PRODUCTS VERSUS SERVICE

b. Course Development

CHAPTER 1
Product as a Commercial Factor
1.1 Product concept
   1.1.2 Premarketing
   1.1.3 Psychological theory
   1.1.4 Product definition

Product Management
1.1.5 Product dimensions

2 Product classification:
   1.2.1 By its nature
   1.2.2 By final use
   1.2.3 By reasons for purchase
   1.2.4 By consumers groups

Readings: Kotler Keller /Márketing management/Pearson (Chapter 14th)

CHAPTER 2
Brand and positioning

2.3 Branding
   2.3.1 Brand concept
   2.3.2 Brand strategies
   2.3.3 Brand value
   2.3.4 Benefits of branding
   2.3.5 Packaging and labeling
   2.3.6 Packaging strategies

2.4 Positioning
   2.4.1 What is positioning
   2.4.2 Positioning maps
   2.4.3 Positioning strategies

Readings: Kotler Keller /Márketing management/Pearson (Chapters 12-13). Positioning the brand / Riezebos/ Routledge (Chapters 1 to 4)

CHAPTER III
Product range analysis

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3.1 Product range concept
   3.1.1 Definition
   3.1.2 Dimensions
   3.1.3 Large versus short product range
   3.1.4 Roles on the product lines

3.2 Product range analysis
   3.2.1 Why product range analysis
   3.2.2 Tools and methods
   3.2.3 SWOT
   3.2.4 Operational dimension ABC method
   3.2.5 Strategic approach
      3.2.5.1 BCG
      3.2.5.2 Mc Kinsey
      3.2.5.3 ADL
CHAPTER 4

Product life cycle

4.1 Introducing product life cycle
   4.1.1 Phases
   4.1.2 Financial approach
   4.1.3 Phases/Marketing actions

4.2 Launch
   4.2.1 Main issues
   4.2.2 Marketing mix

4.3 Growth
   4.3.1 Main issues
   4.3.2 Marketing mix

4.4 Maturity
   4.4.1 Main issues
   4.4.2 Marketing mix

4.5 Declining
   4.5.1 Main issues
   4.5.2 Marketing mix
   4.5.3 Planned obsolescence

Readings: Kotler Keller /Marketing management/Pearson (Chapter 14th)
CHAPTER 5

Product range strategies

5.1 Basic strategies

5.1.1 Cost leadership

5.1.2 Differentiation

5.1.3 Focus

5.1.4 Pros and cons

5.2 Development strategies

5.2.1 Competitive scenario

5.2.1.1 Competitors

5.2.1.2 Clients

5.2.1.3 Suppliers

5.2.1.4 Sustitutives

5.2.1.5 New competitors

5.2.2 Development through intensification

5.2.2.1 Penetration

5.2.2.2 Product development

5.2.2.3 Market development

5.2.3 Development through integration

5.2.3.1 Vertical

5.2.3.2 Horizontal

5.2.4 Development by diversification

5.2.4.1 Concentric
5.2.4.2 Out core

5.3 Competitive strategies
   5.3.1 Leader
   5.3.2 Challenger
   5.3.3 Follower
   5.3.4 Nicher

Readings: Strategic marketing, JJ Lambin/ Ed.Mac Graw Hill. Kotler Keller /Márketing management/Pearson (Chapter 14th)

CHAPTER 6
Product innovation
6.1 New products
   6.1.1 What is a new product
   6.1.2 Concept
   6.1.3 Reasons
   6.1.4 Succeed and failure factors
6.2 Launch process
   6.2.1 Opportunities identification
   6.2.2 Idea generation
      6.2.2.1 Systems
   6.2.3 Evaluation
      6.2.3.1 Check list
      6.2.3.2 Financial analysis
   6.2.4 Product concept

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6.2.4.1 Concept test

6.2.4.2 Product testing

6.2.5 Pre-launch

6.2.5.1 Market test

6.2.5.2 Final evaluation

6.3 “Stage / Gate Process” A sequence system for a product launch

6.3.1 SGP concept

6.3.2 Objectives

6.3.3 Stages and Gates


CHAPTER 7

Product planning and development

7.1 Product planning

7.2 Price planning

7.3 Break even point analysis

7.4 Communications planning

7.4 Advertising planning

7.5 Distribution planning
CHAPTER 8

Products versus services

8.1 Products specifications
  8.1.1 Product – Province – Service
  8.1.2 Services classification

8.2 Services marketing mix

8.3 Marketing implementation in services companies
  8.3.1 Customer care
  8.3.2 Relationship marketing
  8.3.3 Internal marketing

Readings: Services marketing/ Palmer/ Mc Graw Hill

8. Relationship skills; program of the subject and assessment

<table>
<thead>
<tr>
<th>SKILLS</th>
<th>PROGRAM</th>
<th>ASSESSMENT</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>CT01, CT02, CT03; CT04; CT05; CT06, CT07, CT08, CT09, CT11, CT12, CT013, CT014, CT015, CT016, CT017, CT018, CT21, CT22, CT26, CT30, CT31</td>
<td>Exams</td>
<td>E.1</td>
<td>70%</td>
</tr>
</tbody>
</table>
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<table>
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<tr>
<th>Mandatory work</th>
<th>E.2</th>
<th>30%</th>
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</thead>
</table>

| CT01, CT02, CT03; CT04; CT05; CT06, CT07; CT08, CT09, CT11, CT12, CT013; CT014, CT015, CT016, CT017; CT018; CT21, CT22, CT26, CT30, CT31; CE02, CE04, CE08, CE09; CE10; CE11, CE12, CE13; CE14; CE19; CE20. | | |

**TOTAL PERCENTAGE ASSESSMENT**

100%

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*Product Management*

**BUSINESS & MARKETING SCHOOL**

Ed. 3
9. Recommended Reading

a. Mandatory Reading

MARKETING MANAGEMENT Kotler Keller Ed Prentice Hill
STRATEGIC MARKETING, JJ Lambin Ed.Mac Graw Hill
PRODUCT LEADERSHIP, Robert G. Cooper, Perseus Publishing

b. Further Reading

WINNING AT NEW PRODUCTS, Robert G. Cooper, Perseus Publishing
PRODUCT INNOVATION. David Rainey, Cambridge
GESTION, DIRECCION Y ESTRATEGIA DE PRODUCTO, Francisco Serrano y Cesar Serrano, ESIC EDITORIAL
MARKETING DE LOS SERVICIOS, Grande Esteban, Ildefonso, ESIC EDITORIAL

c. Online Support Material

ERIETE

Note: The books and other documents that appear under Mandatory Reading, which are necessary to follow the course adequately in the classroom, will follow the Documentation Policy of the school. This states that the student can have access to these books through the library and or in the bookshop when these services are available on campus. Remember buying course books or other material for the courses will always be a voluntary action on the part of the students and at no point can we make it obligatory.

Use the following criteria for each book or other materials: Title, Authors, year of Publication and Editorial, and if possible the ISBN No.