NEW YORK UNIVERSITY  
Stern School of Business - Graduate Division  

B70.2309.10  
Professor D. Maheswaran  
T: 6-9 p.m  
Department of Marketing  
Fall 2010  
908, Tisch Hall  
Office Hrs: T 5-6 p.m.  

ADVERTISING MANAGEMENT  

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>9/28</td>
<td>Overview/Ad Agency</td>
<td>Ch. 1&amp;2 Notes</td>
</tr>
<tr>
<td>2</td>
<td>10/5</td>
<td>Legal Issues in Advertising</td>
<td>Ch. 3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Advertising Planning</td>
<td>Ch. 7 Notes</td>
</tr>
<tr>
<td>3</td>
<td>10/12</td>
<td>Advertising Planning</td>
<td>Notes</td>
</tr>
<tr>
<td>4</td>
<td>10/19</td>
<td>Advertising Research</td>
<td>Ch. 5 &amp; 6</td>
</tr>
<tr>
<td>5</td>
<td>10/26</td>
<td>Understanding the Consumer</td>
<td>Ch. 4 Notes</td>
</tr>
<tr>
<td>6</td>
<td>11/2</td>
<td>Media Strategy</td>
<td>Ch. 8</td>
</tr>
<tr>
<td>7</td>
<td>11/9</td>
<td>Media Strategy</td>
<td>Ch. 9 &amp; 10</td>
</tr>
<tr>
<td>8</td>
<td>11/16</td>
<td>Creative Strategy</td>
<td>Ch. 12</td>
</tr>
<tr>
<td>9</td>
<td>11/30</td>
<td>Creative Strategies</td>
<td>Notes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Advertising Campaigns</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>12/7</td>
<td>Global Advertising Strategies</td>
<td>Ch. 18</td>
</tr>
<tr>
<td>11</td>
<td>12/14</td>
<td>Special Topics</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>12/21</td>
<td>Project Presentations</td>
<td></td>
</tr>
</tbody>
</table>
**Recommended Materials**

Notes on each topic to be covered and cases will be handed out in class before the relevant sessions.


**Course Objectives**

This course deals with the management of advertising function in modern profit and nonprofit enterprises. This is primarily an advertising management course with a focus on understanding the effectiveness of advertising as a marketing tool. The emphasis is on exploring “why and when” advertising works rather than “how” advertising is done. While, a significant part of the course is about advertising management, we will also address some other elements of integrated marketing communication strategies such as direct marketing and interactive marketing.

The major purposes of this course include:

1. To provide analytical skills useful in planning and evaluating advertising campaigns.

2. To analyze critically the task of advertising under contemporary conditions and to examine the role of advertising as it relates to other marketing functions.

3. To evaluate the various types of policies that can be employed in guiding the advertising activity.

4. To develop an awareness of the major types of advertising problems faced by organizations with emphasis on the application of marketing concepts for effective decision making.
### Evaluation

Each student will be evaluated on the following basis:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>% of Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation</td>
<td>20%</td>
</tr>
<tr>
<td>Mid Term Case</td>
<td>25%</td>
</tr>
<tr>
<td>Project Presentation/Report</td>
<td>30%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>25%</td>
</tr>
</tbody>
</table>

#### CLASS PARTICIPATION (20%)

While attendance will not be taken, those who attend classes regularly and contribute constructively to group discussion and the enhancement of the quality of class sessions will be rewarded for their effort and motivation for learning. Each student is expected to contribute to class discussion. To a large extent, the benefit students derive from the assignments is related to their willingness to express their opinions and be critically judged by the class. Do not be reluctant to voice your opinion.

In case discussions, high quality class participation includes comments that add to our understanding of a situation. They go beyond mere repetition of case facts. They also take into account the comments and analyses of your classmates to move our discussion forward. Case preparation guidelines for each case are provided in the syllabus. The quality of your contribution is more critical than the amount of time that you contribute to the discussion. **Attendance for all the project presentations is mandatory.**

#### MID TERM CASE (25%)

Cases are descriptions of real-world business situations, which provide opportunities to define and develop marketing strategies and plans. Case analyses will be used to illustrate how advertising concepts apply to these complex situations. The case method is the most effective means of developing decision-making capabilities. It helps to develop a **process of thinking** that leads to informed decisions. In addition, case discussions provide opportunities to develop critically important communication skills.

You will be asked to write up ONE assignment due at the beginning of the class on the 7th week of classes. The assignment will be given to you on the fifth week. You will work on this exercise in groups. The analysis will be no more than five pages (double spaced) with supporting analysis. Your group will be asked to critically evaluate the advertising strategy for the company/companies featured in the assignment. Specific case related questions would be given to you for these exercises.

#### TERM PROJECT (Total 30%)
The course will feature a team project as an end term exercise. You could pick a product (service) of your choice or use an “advertising brief” provided by the professor. The brief will provide the relevant background and resource materials for a current or a new brand of a company. The teams will act as independent ad agencies and develop an effective advertising plan for that brand. Your team will be expected to assemble the facts presented in the brief, collect as much information as possible from outside sources related to the brand featured in the brief and use the framework developed in the class to analyze the information.

Two outcomes are required for the team term case. First, you and your group will make a presentation to the class and then you and your group will submit a written report.

**Project Presentation (15%)**

Your agency will make a “Professional” presentation to the class. The presentation will be for about 20 minutes. The class will evaluate the presentation. These evaluations will be incorporated in the final grade for the term project. The order of presentations will be determined by a random draw.

**Presentation Requirements**

1. All the members of the group should make the presentation.

2. A one page “Executive Summary” should be given to the professor at least one session before the presentation. The executive summary should briefly outline the major recommendations.

3. The concepts and issues discussed in the class should be incorporated in the presentation.

4. The class will evaluate the presentation on its content, style and effort. The class will also evaluate the presentation on its professionalism and creativity. The class will provide a comparative rating of the presentations at the end of the semester. The presentation is expected to be interesting and persuasive.

**The Report (15%)**

Your report will be an expanded version of your presentation. You’ll discuss the feasibility of the given target market, campaign objectives, and your resulting ad campaign with media plan and evaluation metrics. Justify your campaign as one that appeals to your target market and effectively meets the campaign objectives. Also justify your media choices. Your grade will be based on your ability to communicate that you have learned the course material and can effectively apply the appropriate concepts and information to a real world situation.
Your project report should be no more than 15 pages excluding appendix, double-spaced with 12-point font and one-inch margins.

**FINAL EXAM (25%)**

The final exam will be given to you on the last day of class. The exams should be done individually. You will be given one week to complete and submit the exam.

**Class Sessions**

Rather than merely rehashing concepts developed in the text, class sessions will be devoted to probing, extending, and applying the text material. It shall be assumed that students have read the text assignments before coming to class.

Handouts that outline the materials to be covered in class during each session will be provided. These handouts also specify in greater detail students' required preparation for the particular week. It shall be assumed that students have examined the appropriate handout materials before coming to class and that students are prepared to discuss any issues raised in the handouts. We’ll learn the concepts through *lectures/discussions, cases, and guest speakers*. Class exercises are assigned to provide an added layer of depth and relevance to our class discussions.

*Cases* are assigned to provide you with an opportunity to apply your knowledge. On the days in which a case is assigned, it is expected that you have not only read the case but you’ve already formed strategic decisions that you are willing to share (and perhaps modify!) in the class discussion.

*Guest speakers* are also a part of our learning environment in this course. Participation of the guest speakers requires some flexibility in scheduling. Unexpected changes in the schedule may occur. Your understanding is appreciated.

**Deadlines**

The course will have specific deadlines for all output expected from the class. These deadlines are fixed and are not open to negotiation. However, medical and personal emergencies will be accommodated based on the merit of the case. Any late submissions will automatically carry a 10% penalty. The specific deadlines will be announced in class.

**Instructor/Student Interaction**

If at any point during the course you have questions regarding the preparation of cases, exams, or other course-related issues, please do not hesitate to contact the instructor either by phone or in person. If scheduled office hours are inconvenient for you, contact the instructor after class to arrange an alternative time to meet.

**Student Responsibilities**
You are expected to follow the honor code and be a responsible participant in the class. Strictly no late submissions or extra credits are encouraged. Group exercises should be taken seriously and each individual should contribute equally to the group exercises. Please bring your name card to the class daily and display it for identification.

**Blackboard**

All the class lecture presentations and the class exercises will be made available on Blackboard. The class exercises will be removed after one week. So, if you did not complete the class exercise on time you will not be able to do it. The final examination will also be made available on Blackboard.

**Faculty**

Dr. Durairaj Maheswaran (Mahesh) is Paganelli-Bull Professor of Marketing and International Business. He received a Ph. D in Marketing from Kellogg Graduate School of Management, Northwestern University. He has published widely in leading publications like the Journal of Marketing Research, Journal of Consumer Research, Journal of Personality and Social Psychology and Journal of Consumer Psychology. He has extensive work and consulting experience with major corporations like Unilever, IBM etc.. He is a recipient of the Excellence in Teaching award at Stern. He has lectured in several countries including China, France, Holland, Hong Kong, India, and Thailand. He joined NYU in 1986.
STUDENT INFORMATION SHEET

Name: Mr. / Ms. ____________________________

Preferred Name: __________________________

Email Address: ____________________________

Telephone Numbers: ________________ ______

Undergraduate Major: _____________________

If employed, please write your company name, your title and the type of work you do.

List any previous marketing experience or positions held. Indicate time period

Why are you taking this course and what do you hope to learn?
1. Please list the names of your group members in the spaces below. Do NOT INCLUDE YOURSELF.

<table>
<thead>
<tr>
<th>Group Members' Names:</th>
<th>Points:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total=100

Now, take 100 points and divide it among your group members based on their overall contribution to the group exercises. For instance, if you have three group members, including yourself, then there should be two names written above. If you feel that both of those group members contributed equally to the project then you would give them each 50 points (total=100 points). If they did not contribute equally, then give them each the points that you feel fairly describes their contributions (total=100 points).

2. Please do the same thing but this time INCLUDE YOURSELF as one of the group members.

<table>
<thead>
<tr>
<th>Group Members' Names:</th>
<th>Points:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total=100

3. Please take the time to explain your ratings in more detail on the back of this page. (For instance, if your group members did not contribute equally to the group, please provide me with an outline of each group member's responsibilities and participation).
Suggested Readings and Reference Sources

Books:

- Packard, Vance (1961) *The Hidden Persuaders*

Magazines:

- Advertising Age (www.adage.com)
- Adweek (www.adweek.com)
- American Demographics (www.americandemographics.com)
- Businessweek (www.businessweek.com)
- Mediaweek (www.mediaweek.com)
- Brandweek (www.brandweek.com)
- PROMO (www.industryclick.com)
- Sales and Marketing Management (especially their survey of buying power—www.salesandmarketing.com)

Newspapers:


Journals:

- Journal of Advertising
- Journal of Advertising Research

Data Reference Sources (in the library):

- Brand Information
  - Encyclopedia of Major Marketing Campaigns
  - Standard and Poor’s Industry Survey (www.standardandpoors.com)
  - Market Share Reporter
  - Standard Directory of Advertising Agencies
• Category/Brand Users Information
  o Lifestyle Market Analyst
  o Simmons Market Research Bureau (Choices III CD in library)
  o Mediamark (aka MRI) Research Reports (CD in library)

• Media audience Information
  o Consumer Dimensions
  o TV Dimensions
  o Nielsen Station Index (www.nielsenmedia.com)
  o Magazine Dimensions
  o Simmons Market Research Bureau (Choices III CD in library)
  o Mediamark (aka MRI) Research Reports (CD in library)

• Advertising Budgets
  o CMR Ad $ summary (formerly Leading National Advertisers)
  o Standard Directory of Advertisers
  o Advertising Ratios and Budgets
  o Brand Week Superbrands

• Advertising Rates
  o Standard Rates and Data Services
  o Marketer’s Guide to Media

Consumer Trends:

• See also American Demographics (www.americandemographics.com)
• www.gallup.com
• www.louisharris.com
• www.yankelovich.com

Organizations:

• American Marketing Association (www.marketingpower.com)
• American Association of Advertising Agencies (AAAA) (www.aaaa.org)
• Direct Marketing Association (www.the-dma.org)
• Public Relations Society of America (www.prsa.org)

Other Interesting Sites:

• www.adcritic.com
• www.adeater.com
• www.ifilm.com
• www.adforum.com
• advertising.utexas.edu/world (a marketing communications directory and archive of ads)
- [www.aef.com](http://www.aef.com) (advertising education foundation—a source of lots of info including industry events and career information)