

Marketing, advertising, and human nature

Taught by Geoffrey Miller, UCLA Visiting
Associate Professor, autumn 2000

**Note: This is the syllabus for an UCLA
advanced undergraduate lecture course
That was taught in Autumn 2000 at University
of California, Los Angeles**

Cross-listed as Communication Studies M148,
Economics M188

Enrollment: About 90 students

All lectures are available as Powerpoint
presentations,
average 2 MB (including graphics and video) per
lecture;

by request to Geoffrey Miller at University of
New Mexico:
gfmiller@unm.edu

Contents of this syllabus:

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course reader
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questions
8. Final Exam: instructions and
questions

1. Course Schedule

Lecture Day	Date	content, etc.	readings (in course reader)
1	Thurs	Sept 28 introduction	none
2	Tues	Oct 3 basics	marketing 1, 2 (pp. 3-12))
3	Thurs	Oct 5 consumerism	luxuries, 3, 4 (pp. 13-34)
4	Tues	Oct 10 revolution, history	marketing 5, 6 (pp. 35-49)

5 Thurs Oct 12 advertising &
biology 7 (pp. 51-71)
6 Tues Oct 17 hunters &
gatherers 8, 9 (pp. 73-95)
7 Thurs Oct 19 prestige, status,
positionals 10, 11, 12 (pp. 97-124)
8 Tues Oct 24 polygyny, sexual
economics 13 (pp. 125-150)

term paper topics

due

9 Thurs Oct 26 porn and
fantasy 14, 15 (pp. 153-183)
10 Tues Oct 31 courtship
consumerism 16, 17, 18 (pp. 185-206)
11 Thurs Nov 2 **midterm exam in-**
class
covers lectures 1-10, readings 1-18 (pp.
3-206)

12 Tues Nov 7 services &
relationships 19, 20 (pp. 207-225)
13 Thurs Nov 9 utility, hedonism,
fun 21, 22, 23 (pp. 227-249)
14 Tues Nov 14 addictive products,
tobacco 24, 25 (pp. 253-269)
15 Thurs Nov 16 money &
happiness 26, 27, 28 (pp. 271-283)
16 Tues Nov 21 marketing
aesthetics 29, 30 (pp. 285-296)
(Thurs Nov 23 No lecture:
Thanksgiving holiday)
17 Tues Nov 18 desirability,
coolness 31, 32 (pp. 297-317)
18 Thurs Nov 30 ad agencies, ad
tactics 33, 34 (pp. 319-339)
19 Tues Dec 5 branding, product
recognition 35, 36, 37 (pp. 341-368)

Term papers due

20 Thurs Dec 7 future
marketing, revision 38, 39 (pp. 369-391)
Friday Dec 15 **Final Exam 11:30**
am – 2:30 pm

covers lectures 12-
20, read'gs 19-39 (pp. 207-391)

2. Outline of course content

for 'Marketing, Advertising, and Human Nature'

Week 1: Status, sex, and conspicuous consumption. Darwin and Veblen. The human drive for display and the importance of positional goods. Evolutionary and historical origins of consumption as a strategy of social and sexual display. How advertising, endorsements, and sponsorship confer status on products and their buyers.

Week 2: Human concerns and the content of advertising. Evolved motives and preferences in relation to advertising themes, styles, and media. Cognitive and emotional responses to marketing communications. Why ads succeed or fail, and why successful ads do not always lead to successful products.

Week 3: Human diversity and market segmentation. Age, sex, intelligence, personality traits, and family context as key variables in human motivation and consumer behavior. Psychology vs. marketing methods of classifying people.

Week 4: Human strategies for search and choice. How evolved heuristics for food choice, mate choice, habitat choice, and other natural decision domains are transferred to modern shopping behavior. How advertising influences human judgment and decision-making.

Week 5: The social ecology of shopping. Modern consumers vs. hunter-gatherers. Sex differences in shopping styles. The evolutionary psychology of propitiousness, affluence, happiness, mood, and acquisition. Cultural and peer-group influences on consumption patterns; runaway fashions and herd effects.

Week 6: The social psychology of customer

relationships to corporations. Corporations viewed as people: brand recognition, brand loyalty, endorsements, and public relations. Customer frustrations arising from the non-human aspects of corporations: limited liability, customer service problems, bureaucracy, mergers and spin-offs, etc.

Week 7: Marketing as a social relationship. Evolutionary social psychology, reciprocity, trust, and fairness in relation to business transactions. Customer-business dialogs: market research, focus groups, one-to-one marketing, permission marketing, etc.

Week 8: Marketing aesthetics and Darwinian aesthetics. The origins of human preferences and aesthetics tastes; the importance of design in products and ambience in services; the shift from a production economy to an experience economy.

Week 9: Market research as a form of experimental psychology. The diverse methods for revealing human needs, wants, and preferences. Difficulties of distinguishing evolved preferences from culturally learned preferences. The challenges of cross-cultural marketing.

Week 10: The future of marketing. Electronic systems for rapid, iterative market research and consumer-driven product design. New product development as an evolutionary process. Mass customization. New genetic technologies, designer babies, the commodification of humans, and the vanishing distinction between consumers and products.

3. Course Mechanics

Marketing, advertising, and human nature

Com Std M148, Econ M188

Tuesdays and Thursdays 10:00 – 11:50 am in 167

Dodd Hall

Read this and keep it; it's important!

Professor Geoffrey Miller
322 Kinsey Hall (310) 825-2456
Office hours: 10-12 am Wednesdays or by
appointment

Email: send a message to
matingmind@hotmail.com; include in the subject
line the word 'marketing', and the message will
go into my mailbox for this course. Otherwise, it
won't reach me.

Course web site:

<http://www.sscnet.ucla.edu/00F/econm188m-1/>
I will try to make active use of this website;
check is regularly for announcements and
revisions; please contribute to the discussion
board if you have any questions or comments

Required course readings:

- Course reader from Course Reader
Material, 1141 Westwood Blvd, 1.5 blocks north
of Wilshire, (310) 443-3303; should be available
early next week; check class announcements on
class website for availability
- Thorstein Veblen (1899) *Theory of
the leisure class*. \$2.50 Dover paperback from
UCLAstore testbooks should be available next
week. Or, view/download a free version from:
[http://xroads.virginia.edu/~HYPER/VEBLEN/ve
b_toc.html](http://xroads.virginia.edu/~HYPER/VEBLEN/ve
b_toc.html)

Optional course readings:

- Geoffrey Miller (2000). *The
mating mind: How sexual choice shaped the
evolution of human nature*. Doubleday.
Hardback from UCLAstore or amazon.com on
discount. Note: the course reader will include
extracts from my book, but you may wish to read
them in context.
- Many useful articles will be placed
on reserve at the College Library for use in
writing your research papers. Their availability
will be announced.

Readings over this weekend: Read chapter 4 of Veblen. If you can't find a hardcopy, get it from the website above. I will try to post my article 'Waste is good' on the course website Friday so you can read it too. If that doesn't work, read another article by me at: http://www.edge.org/3rd_culture/story/86.html. If you can't get any of these, don't worry; read them later.

Syllabus: A revised syllabus will be posted on the class website in a few days. It will cover mostly the same material as the draft syllabus, but in a different order.

Grades, tests, and work:

Grades will be determined by a mid-term exam (30%), a final exam (30%), a term paper (30%), and a participation score (10%).

Exams: questions will usually ask for short answers (specifying from one to ten sentences). The mid-term will cover the first half of the course material; the final will cover only the second half (not cumulative). Do not miss these exams: any make-up exams will be much more difficult and will demand longer essays. The midterm and final dates will be announced soon.

Term papers are due in class (i.e. at 10:00 am)

Thursday November 30. They are to be concisely argued, well-researched essays of 8-12 pages (typed/printed, double-spaced, 12-point font, numbered pages, 3000 words maximum). I will offer a list of suggested topics soon, or you can pick a different topic by arrangement with me. Papers will be graded on composition as well as content, with higher marks given for clear organization, good critical thinking, strong evidence, thorough research, decisive conclusions, and a witty, engaging style. Students are encouraged to discuss outlines and drafts of their papers at least once with the instructor during office hours before turning in their final drafts. *I will ask each student to write down their*

provisional term paper topic for class on October 24. I will grade on the assumption that students have been planning, researching, and writing conscientiously throughout the quarter.

Plagiarism is extremely unlikely to succeed, given that most term paper websites have very few offerings on the evolutionary psychology of consumerism. Late papers will be marked down automatically for every day late. No handwritten papers or email-only submissions. I may however ask for an email version to check the word count and the references, so save your paper on your computer, and save a hardcopy as well.

Participation score: This will depend on (1) asking questions in class, (2) posting questions, comments, and answers on the discussion board, (3) coming to office hours to discuss course material and your term paper topics, (4) suggesting interesting/useful links to add to the course website, and (5) other extra-credit options to be announced soon.

Miscellaneous but important points:

- Class attendance is very important, as my lectures will complement rather than repeat the course readings. Also, I will use a fair amount of web and video material. Without regular attendance, good exam performance is unlikely.

- However, taking notes in class is not so important. I will try to post all of my Powerpoint lecture material on the course website for your reference.

- Readings for each lecture should be completed *before* the lecture. I will sometimes ask for volunteers to give 2-minute summaries/critiques of particular readings in class; good summaries will yield good participation scores.

**4. List of readings in the course reader
for Marketing, Advertising, and Human
Nature M148**

- 1. Miller, Geoffrey (2000). Marketing. In
J. Brockman (Ed.), *The
greatest inventions of the last
2,000 years*, pp. 121-126.
New York: Simon &
Schuster.**
- 2. Miller, G. F. (1999). Waste is good.
Prospect, Feb., pp. 18-23.**
- 3. Frank, Robert (1999). 'Luxury
spending' chapter. From
Luxury fever. Princeton U.
Press.**
- 4. Twitchell, James (1999). Chapter 1,
'Attention Kmart
shoppers'. From *Lead us
into temptation: The triumph
of American materialism*.
Columbia U. Press.**
- 5. Packard, Vance (1960). Chapters 1-3,
'City of the future?', 'The
nagging prospects of
saturation', and
'Growthmanship'. From
The waste makers. New
York: Van Rees Press.**
- 6. Keith, Robert J. (1960). The marketing
revolution. *Journal of
Marketing*, January, 35-38.**
- 7. Miller, Geoffrey (2000). How to
advertise fitness. Exerpts
from chapters 4 and 5 of *The
mating mind: How sexual
selection shaped the evolution
of human nature*.
Doubleday.**
- 8. Cashdan, Elizabeth (1989). Hunters
and gatherers: Economic
behavior in bands. In S.
Plattner (Ed.), *Economic
anthropology*. Stanford U.
Press.**
- 9. Ridley, Matt (1997). Exerpt on**

- Conservation instincts.
From *The origins of virtue*.
Penguin.
10. Barkow, Jerome (1989). Exerpts on prestige from *Darwin, sex, and status*. U. Toronto Press.
 11. Frank, Robert (1999). Exerpts on relative position. From *Luxury fever*. Princeton U. Press.
 12. Haviland, William (1987). Exerpt on potlatch. From *Cultural anthropology*. Harcourt Brace.
 13. Betzig, Laura (1992). Roman polygyny. *Ethology and sociobiology*, 13, 309-349.
 14. Malamuth, Neil (1996). Sexually explicit media, gender differences, and evolutionary theory. *Journal of Communication*, 46(3), 8-31.
 15. Ellis, Bruce & Symons, Don (1990). Sex differences in sexual fantasy: An evolutionary approach. *Journal of Sex Research*, 27, 527-556.
 16. Miller, Geoffrey (2000). Exerpt on courtship in the Pleistocene. From *The mating mind: How sexual selection shaped the evolution of human nature*. Doubleday.
 17. Illouz, Eva (1997). Exerpts on dating. From *Consumering the romantic utopia: Love and the contradictions of capitalism*. Berkeley, CA: U. California Press.
 18. Illouz, Eva (1997). Exerpts on consumerism. From *Consumering the romantic utopia: Love and the contradictions of capitalism*. Berkeley, CA: U. California

- Press.
19. Samli, A. Coskun (1992). Exerpt on developing consumer-friendly services. From *Social responsibility in marketing*. Westport, CN: Quorum Books.
 20. Levitt, Theodore (1986). Relationship management. From *The marketing imagination*. New York: Simon & Schuster.
 21. Dawkins, Richard (1995). God's utility function. *Scientific American*, November, 80-85.
 22. Packard, Vance (1960). Chapter 15, 'Hedonism for the masses'. From *The waste makers*. New York: Van Rees Press.
 23. Holbrook, Morris B. & Hirschman, Elizabeth C. (1982). The experiential aspects of consumption: Consumer fantasies, feelings, and fun. *Journal of Consumer Research*, 9, 132-140.
 24. Bartecchi, Carl E., MacKenzie, Thomas D., & Schrier, Robert W. (1995). The global tobacco epidemic. *Scientific American*, May, 44-51.
 25. Hartley, Robert F. (1998). Tobacco: An industry beleaguered. From *Marketing mistakes and successes* (7th Ed.). Wiley.
 26. Frank, Robert (1999). Chapter 5, 'Does money buy happiness?' From *Luxury fever*. Princeton U. Press.
 27. Myers, David G. & Diener, Ed (1996). The pursuit of happiness. *Scientific American*, May, 70-72.
 28. Miller, Geoffrey (2000). Social implications of the new

- happiness research. From edge.org online discussion forum.
29. Thornhill, Randy (1998). Excerpt from 'Darwinian aesthetics'. In G. Cardew (Ed.), *Characterizing human psychological adaptations*, Ciba Foundation Symposium 208. John Wiley.
 30. Miller, Geoffrey (2000). Excerpts on aesthetics. From *The mating mind: How sexual selection shaped the evolution of human nature*. Doubleday.
 31. Packard, Vance (1960). Chapter 7, 'Planned obsolescence of desirability'. From *The waste makers*. New York: Van Rees Press.
 32. Frank, Thomas (1997). Chapter 1 excerpt. From *The conquest of cool: Business culture, counterculture, and the rise of hip consumerism*. U. Chicago Press.
 33. Schudson, Michael (1986). Excerpt from Chapter 2, 'What advertising agencies know'. From *Advertising, the uneasy persuasion: Its dubious impact on American society*. New York: Basic Books.
 34. Bly, Robert (1985). Chapter 4, 'Writing to sell'. From *The copywriter's handbook: A step-by-step guide to writing copy that sells*. New York: Henry Holt.
 35. Ogilvy, David (1987). Chapter 11, 'Should advertising be abolished?' From *Ogilvy on advertising*. New York: Vintage.
- Twitchell, James (1999). Excerpt on 'The

branding of experience'.
From *Lead us into
temptation: The triumph of
American materialism*.
Columbia U. Press.

36. Borges, Bernhard, Goldstein, Daniel G., Ortmann, Andreas, & Gigerenzer, Gerd (1999). Can ignorance beat the stock market? In G. Gigerenzer & P. Todd. (Eds.), *Simple heuristics that make us smart*, pp. 59-72. Oxford U. Press.
38. Todd, Peter & Miller, Geoffrey (1999). From Pride and Prejudice to Persuasion: Satisficing in mate search. In G. Gigerenzer & P. Todd. (Eds.), *Simple heuristics that make us smart*, pp. 287-308. Oxford U. Press.
39. Pine, Joseph (1999). Chapter 3, 'The emerging system of mass customisation'. From *Mass customisation: The new frontier in business competition*. Harvard Business School Press.

**Note: The midterm will cover readings 1-20;
the final will cover 21-39**

For research papers, many other optional readings will be available on reserve in the college library

5. Video excerpts shown in class

Short clips from the following movie and television videos were shown in class to illustrate particular lecture points and themes

In the Wild: Orangutans with Julia Roberts
(1998, PBS): consumerism in relation to primate behavior and the natural world
<http://www.amazon.com/exec/obidos/ASIN/0780621751/qid%3D1003858773/ref%3Dsr%5F11%5>

[F0%5F1/107-8360818-0337364](http://www.amazon.com/exec/obidos/ASIN/B000053V9A/ref=bxgy_sr_img_a/107-8360818-0337364)

Boiler Room (2000, Giovanni Ribisi, Ben Affleck): selling organizations to prospective employees, the ethics of selling financial products

http://www.amazon.com/exec/obidos/ASIN/B000053V9A/ref=bxgy_sr_img_a/107-8360818-0337364

Slacker (1991, Richard Linklater): counter-culture alternatives to consumerism

http://www.amazon.com/exec/obidos/ASIN/6305812330/qid=1003858881/sr=1-1/ref=sr_1_14_1/107-8360818-0337364

Gentlemen prefer blondes (1953, Marilyn Monroe, Jane Russell): costly signalling theory, diamonds as reliable love-indicators

http://www.amazon.com/exec/obidos/ASIN/6302484383/ref=bxgy_sr_img_a/107-8360818-0337364

Quest for Fire (1982, Everett McGill, Ron Perlman): Pleistocene hunter-gatherer life

http://www.amazon.com/exec/obidos/ASIN/6300247465/ref=bxgy_sr_img_b/107-8360818-0337364

Jefferson in Paris (1995, Nick Nolte, Thandie Newton): sexual and reproductive markets; Thomas Jefferson's children with his slave-woman Sally Hemings as a case study in polygyny

<http://www.amazon.com/exec/obidos/ASIN/6303584675/qid%3D1003859019/ref%3Dsr%5F11%5F0%5F1/107-8360818-0337364>

Gattaca (1997, Ethan Hawke, Uma Thurman): the rise of genetic markets, the marketing of genetic engineering

http://www.amazon.com/exec/obidos/ASIN/0800103661/ref=bxgy_sr_img_a/107-8360818-0337364

Blade Runner (1982, Harrison Ford, Sean

Young): ‘basic pleasure models’ and the prospects of bio-engineering androids to serve male sexual fantasy markets

http://www.amazon.com/exec/obidos/ASIN/6305363668/qid=1003859127/sr=2-1/ref=sr_2_15_1/107-8360818-0337364

The Pornographer (1999, Doug Atchison): the contemporary porno market; its psychology and ethics

http://www.amazon.com/exec/obidos/ASIN/B00005O5LZ/qid=1003859197/sr=1-1/ref=sr_1_0_1/107-8360818-0337364

Star Trek: Voyager (1995, excerpts from episodes 68 and 69 ‘Scorpion’): male viewer preferences and the replacement of elfin ‘Kes’ by buxom Borg woman ‘Seven of Nine’

http://www.amazon.com/exec/obidos/ASIN/B000003KB8/qid=1003859421/sr=1-60/ref=sr_1_2_60/107-8360818-0337364

Clan of the Cave Bear (1986, Daryl Hannah): Pleistocene sexual fantasies and exoticism

http://www.amazon.com/exec/obidos/ASIN/0790741989/qid=1003859537/sr=1-1/ref=sr_1_6_1/107-8360818-0337364

Star Trek: The original series (1966, episode 25, ‘This side of paradise’): Kirk/Spock and ‘slash fiction’ as a window into female sexual fantasies and preferences

http://www.amazon.com/exec/obidos/ASIN/6300213293/qid=1003859571/sr=1-16/ref=sr_1_15_16/107-8360818-0337364

Notting Hill (1999, Julia Roberts, Hugh Grant): romantic comedy as a hybrid genre appealing to both male and female sexual preferences

http://www.amazon.com/exec/obidos/ASIN/0783241569/ref=bxgy_sr_img_a/107-8360818-0337364

Boxing Helena (1993, Julian Sands, Sherilyn Fenn): male preferences and the commodification of women

http://www.amazon.com/exec/obidos/ASIN/B00004ZERO/qid=1003859673/sr=1-1/ref=sr_1_10_1/107-8360818-0337364

Total Recall (1990, Arnold Schwarzenner, Sharon Stone): from the service economy to the entertainment economy; perils thereof

http://www.amazon.com/exec/obidos/ASIN/B00000JGEK/ref=bxgy_sr_img_a/107-8360818-0337364

You've Got Mail (1998, Tom Hanks, Meg Ryan): what does 'good service' mean in the book market?

http://www.amazon.com/exec/obidos/ASIN/6305368139/ref=bxgy_sr_img_b/107-8360818-0337364

Barbarella (1968, Jane Fonda): the 'orgasmatron', the psychology of pleasure, and the 1870s marginal utility revolution in economics

http://www.amazon.com/exec/obidos/ASIN/6300216047/ref=bxgy_sr_img_a/107-8360818-0337364

The Game (1997, Michael Douglas, Sean Penn): service industries, personally customized entertainment

http://www.amazon.com/exec/obidos/ASIN/6304765789/ref=bxgy_sr_img_a/107-8360818-0337364

Brainstorm (1983, Natalie Wood, Christopher Walken): thrills and perils of the experience economy

http://www.amazon.com/exec/obidos/ASIN/B00005BCOJ/qid=1003859888/sr=1-1/ref=sr_1_2_1/107-8360818-0337364

Strange Days (1995, Ralph Fiennes, Angela Bassett): experiences and entertainment

http://www.amazon.com/exec/obidos/ASIN/630398021X/ref=bxgy_sr_img_a/107-8360818-0337364

Existenz (1999, Jennifer Jason Leigh, Jude Law):
computer games, virtual reality, existential
psychology of consumption

<http://www.amazon.com/exec/obidos/ASIN/6305538018/qid%3D1003859985/ref%3Dsr%5F11%5F0%5F1/107-8360818-0337364>

The Matrix (1999, Keanu Reeves, Lawrence
Fishburn): can we escape from consumerism?

http://www.amazon.com/exec/obidos/ASIN/B00000K2SC/ref=bxgy_sr_img_a/107-8360818-0337364

Trainspotting (1996, Ewan McGregor):
addictive products; heroin addiction:

consumerism or anti-consumerism
http://www.amazon.com/exec/obidos/ASIN/6304297912/ref=bxgy_sr_img_b/107-8360818-0337364

The Insider (1999, Russell Crowe, Al Pacino):
ethics of marketing addictive products such as
tobacco

http://www.amazon.com/exec/obidos/ASIN/B00004RFDW/ref=bxgy_sr_img_a/107-8360818-0337364

The Fountainhead (1949, Gary Cooper, Patricia
Neal): the arrogance of modernist architecture vs.
the natural biophilic preferences of the masses

<http://www.amazon.com/exec/obidos/ASIN/6301969294/qid%3D1003860149/ref%3Dsr%5F11%5F0%5F1/107-8360818-0337364>

Jerry Maguire (1996, Tom Cruise, Cuba
Gooding Jr.), sports marketing, selling people,
marketing charisma

http://www.amazon.com/exec/obidos/ASIN/080018789X/qid=1003860295/sr=1-1/ref=sr_1_11_1/107-8360818-0337364

Glengarry Glenn Ross (1992, Al Pacino, Jack
Lemmon): salesmanship

<http://www.amazon.com/exec/obidos/ASIN/6302732875/qid=1003860385/sr=2-1/107-8360818-0337364>

How to Get Ahead in Advertising (1989, Richard E. Grant, Rachel Ward): stresses of creativity in ad agencies
http://www.amazon.com/exec/obidos/ASIN/6304282621/qid=1003860415/sr=1-2/ref=sr_1_14_2/107-8360818-0337364

Fight Club (1999, Brad Pitt, Edward Norton), how to make good soap
http://www.amazon.com/exec/obidos/ASIN/B00004W5UA/ref=bxgy_sr_img_b/107-8360818-0337364

6. Possible term paper topics and term paper details, for ‘Marketing, advertising, and human nature’, M148/M188, Professor Geoffrey Miller

Positional goods case study. Focus on one particular type of good or service for which companies have developed a wide spectrum of products that have different ‘quality’ or ‘status’ levels. What product features and marketing strategies have developed to differentiate the high-status products from the lower-status products, and how do these appeal to the human psychology of rank, status, and privilege? Possible product types to analyze might include: airline service classes (first, business, economy), residential single-family house design, automobiles, wristwatches, men’s suits, engagement rings, resort hotels, university educations.

Prehistoric marketing. How ancient was the human trade in goods and services? Assess the anthropological, archaeological, and evolutionary psychology evidence for prehistoric economies. What were the earliest forms of marketing, and in what ways is modern marketing ‘natural’?

Sexual content case study. Focus on one particular type of product that appeals to the sexual interests of a particular market segment

(as determined by age, sex, sexual orientation, etc.). Analyze how human sexual psychology has influenced the historical development of the product type, and the marketing strategies for the product. Avoid the classic cases of hard-core porn for adult men and romance novels for women. Other possibilities might include: beauty contests, phone chat lines, single's bars, dating agencies, sperm banks, single's resort hotels, escort services, cosmetic surgery, men's or women's magazines, romantic comedy films.

Service marketing given psychological diversity. Many service industries must appeal to a wide variety of customers, but customers may differ in many psychological dimensions (e.g. age, sex, ethnicity, intelligence, occupation, education, extroversion, self-confidence, interests, religious and political beliefs). Identify one specific service industry, and analyze some ways in which the service could be customized for customers who vary along a specific dimension. Simple example: how should restaurant staff change their behavior depending on customer extroversion and chattiness? More interesting service industries to consider: financial planning, personal fitness training, bodyguards, wedding planning, divorce lawyers, travel agents, drug rehab programs.

Psychopharmaceutical case study. Focus on one particular type of drug product that affects the human brain and behavior (e.g. alcohol, tobacco, caffeine, marijuana, Prozac, Viagra, Ecstasy, or 'Smart Drugs'). How have the drug's distinctive psychological effects influenced product development and marketing, including the development of associated service industries and establishments (e.g. bars, smokeshops, coffee houses, dance clubs, psychotherapy offices)?

Consumption and happiness. Does money buy happiness, or is happiness inherited genetically, or what? Assess the current evidence about the influence of income and consumption on subjective well-being within societies, or across

societies, or across history. Discuss implications for marketing and advertising.

Entertainment economy. Compare and contrast the marketing of physical goods, services, and entertainments (e.g. theme parks, movies, TV, books, computer games). Focus on a particular area of consumption that spans all three types (e.g. gun manufacturing vs. private security services vs. paintball games). Are the target markets, marketing strategies, and advertising media for these three types of products converging or diverging, and how will new technologies affect this convergence or divergence?

Aesthetics case study. Focus on one particular type of product that has some aesthetic dimension (e.g. visual, auditory, taste, smell, or tactile appeal). How have human aesthetic tastes and preferences influenced product design, packaging, and advertising for this product class? Be specific; cite research on the preferences if possible. Examples of possible product types to consider: houses, computer input devices (joysticks, trackballs, mice), condoms, skiwear, restaurant design, children's books, mobile phones, perfume.

What is 'cool'? What makes some products and ads 'cooler' than others? Consider the psychology of exclusion versus conformity, imitation versus individuality, rebellion versus enthusiasm. Focus on teens and young adults, and on a particular type of product that is designed and marketed to be cool.

Shopbots and shopping agents. What are the challenges and opportunities for developing software products that embody the preferences and tastes of individual consumers, and which might do shopping (e.g. via the Internet) on behalf of individuals? Review the state of the art in shopping agents, and their likely development over the next couple of decades.

Mass customisation via Internet marketing.

What are the prospects for designing and delivering customized products and services to individual consumers via the Internet? Focus on a particular type of product, and identify some technically feasible ways it might be worth customizing to fit individual preferences.

Future of consumerism. If modern consumerism is a development of the 20th century, is it likely to persist in its current form, or will it gradually give way to different ways of using excess production capacity, of advertising social status, or of driving technological innovation? Assess the future of consumerism in relation to its historical development, in relation to the constants and variables of human nature, and in relation to the long debate about the pros and cons of consumerism.

· **Provisional term paper topics should be reported to me (in writing in class, or by email) on or before October 24.**

· **Term papers are due in class (i.e. at 2:00 pm) Tuesday December 5.** Late papers will be marked down, with exceptions only in extreme cases.

· **Please read these instructions carefully and repeatedly – at least once now, once before submitting your topics, and again before submitting your term paper! Careful attention to these instructions is your best investment of time to get a good grade.**

The papers should be concisely argued, well-researched essays of 8-12 pages (typed/printed, double-spaced, 12-point font, numbered pages, 3000 words maximum). Make sure there is a cover sheet that clearly states your name, Bruin ID number, paper title, topic (from above list, if appropriate), and class name 'Marketing'. No handwritten papers or email-only submissions please. I may however ask for an email version to check the word count and the references, so save your paper on your computer, and save a hardcopy as well.

Please choose from the suggested topics above,

or arrange a different topic with me (by email, phone, or visiting during office hours.) For each of the topics above, you don't necessarily need to answer the precise questions posed. It's OK to raise and address other issues; just be clear about what the paper's focus is and what your argument is, and make sure you support your argument with some sort of evidence. Or, don't be shy about suggesting a different topic if you like!

Term paper topics can be submitted by email or on hardcopy; they are easily revisable with prior approval from me (just email, phone, or come to office hours if you want to change topic).

Papers can approach the topic in a variety of ways, but they should all make an argument, and advance a thesis. That is, you should make a case for a particular point of view, way of thinking about the evidence, or conclusion. Don't spend six pages wandering around a topic, then state a claim, and then spend the last two pages trying to argue for it. Your claim should be in your first few sentences, preferably your very first sentence – then the rest of the paper should make the argument. For example, a good opening sentence would be 'Internet marketing of mass-customized services raises three main problems compared to Internet marketing of mass-customized physical goods.' A bad opening sentence would be 'This paper will examine different ways of marketing things over the Internet, including both goods and services, from the viewpoint of mass customization.' The good opening advances a specific claim; the bad opening does not. If appropriate, please include illustrations, photocopies, advertisements, product design details, etc.

In grading papers, I will be assessing composition, content, and research. I will be looking for (1) clear and interesting arguments, (2) evidence of decent scholarly research in the topic area, (3) use of facts in supporting arguments, (4) understanding and applying the principles of marketing, advertising, and psychology to the topic, (5) clear writing style and (6) good organization. I will grade on the assumption that students have been planning,

researching, and writing conscientiously the term paper throughout the quarter. Plagiarism is extremely unlikely to succeed, and will be taken seriously according to UCLA's established disciplinary procedures. Late papers will be marked down automatically for every day late. The only exceptions will be for medically certified illness or other extreme and documentable contingencies.

Students are encouraged to discuss outlines and drafts of their papers at least once with me during office hours before turning in their final drafts. Students who take the trouble to do this are very likely to score higher on their paper grades, because they will be more likely to avoid common pitfalls, to get useful pointers to reference sources, and to improve their argument structure.

References should be included at the end of the term paper. Please don't include more than about 15-20 references. They should follow standard scientific reference format, e.g.

For books:

Miller, G. F. (2000). *The mating mind: How sexual choice shaped the evolution of human nature*. New York: Doubleday.

For journal papers:

Miller, G. F., & Todd, P. M. (1998). Mate choice turns cognitive. *Trends in Cognitive Sciences*, 2(5), 190-198.

For chapters in edited books:

Miller, G. F. (2000). Marketing. In J. Brockman (Ed.), *The greatest inventions of the last 2,000 years*, pp. 121-126. New York: Simon & Schuster.

Please don't cite sources unless you've actually read them (avoid 'Author, date, cited in ... Some Other Author, some other date').

For grad students only (everybody else ignore this paragraph): Graduate students taking the course for graduate credit should write longer, better-researched papers appropriate to their level of knowledge, scholarly ability, and writing skill. Aim for about 4500 words maximum, no more than 30 references, same formatting instructions

as above. Feel free to include figures, charts, data, if appropriate. Obviously, you may find it convenient to write the term paper in such a way that it could be submitted for journal publication as a review or commentary piece, if you are motivated to get some publications.

7. Notes and questions on the Midterm Exam

For 'Marketing, Advertising, and Human Nature'
M148/M188

Notes on the midterm:

- **The midterm will be in class on Thursday November 2 10:00 – 11:50 am.** I will be at a conference in England the weekend before that (from Thursday afternoon through Monday evening), so it will be difficult to reach me for questions then. Please read this soon so we can resolve any concerns that might arise.

- **The midterm will consist of 15 short-answer questions (out of which you should pick 10 to answer), and 10 longer-answer questions (out of which you should pick 5 to answer).** Thus, you will only have to write a total of 15 answer, and will have considerable flexibility about which questions you choose. You should cross out the questions you do not wish to answer; be careful to check that you have written the right number of answers.

- The 10 short answers will be graded on a 5-point scale (worth a total of 50 points). The 5 longer answers will be graded on a 10-point scale (worth a total of 50 points). Thus, the exam overall will be graded on a 100 point scale.

- You should plan to budget your time carefully in the midterm, spending about 5 minutes each when answering the 5-point questions, and about 10 minutes each when answering the 10-point questions.

- **There will not be any questions on the midterm that do not appear on the list below.** If you prepare good answers to all the

questions below, and if you remember them, you will do very well on the midterm. If you find any of the questions baffling, you should refer back to my lectures on the classweb or to the course reader.

- However, the questions below may be re-worded or clarified over the coming week if they prove to be ambiguous or hard to understand. I reserve the right to improve them, but I won't change them substantially. If I do improve them, I will try to give you the improved versions before the midterm.

- For the short answers, two to four sentences should be enough. There is no need to go into great detail. You will have some blank space after each question to write your answer; please try to stay within this space. The example questions and answers below should give you some idea how much is enough (of course, the examples will not be asked on the midterm.)

- For the long answers, four to eight sentences should be enough. Put a little thought into these answers, perhaps making a list of points or outline on the side of the exam paper before you start writing. Don't waste time waffling before you know what you want to say. In the exam itself, it can be useful to spend 2 minutes at the start of each long answer thinking and planning before writing.

- Some of the questions ask for definitions, explanations of key ideas, and factual knowledge. Many of the other questions, especially the long-answer ones, are more open-ended. They may not have a 'right' answer, but allow you to show your mastery of principles, your critical-thinking ability, and your ability to choose good examples.

- The mid-term will be closed-book. Please do not bring the course reader, class notes, or other study materials to the exam. You may bring backpacks etc containing materials for your other classes.

- Bring a couple of pens with blue or black ink for writing answers. Please write very clearly. If your cursive is not easy to read, please print. I cannot grade what I cannot read.

Below are the questions that may appear on the mid-term

Possible short, 5-point questions (15 will be on the midterm from this list, out of which you should answer 10)

1. Explain Thorstein Veblen's idea of conspicuous consumption. (short, 5 points)
2. According to James Twitchell, in what ways is 'materialism' a misleading label for consumerism? (short, 5 points)
3. Identify three factors that might plausibly explain why the videotape 'In the wild: Orangutans with Julia Roberts' is out-selling videotape 'In the wild: Lemurs with John Cleese' on amazon.com. (short, 5 points)
4. Define marketing. In what ways does the standard definition imply a tension (or conflict of interest) between businesses and consumers? (short, 5 points)
5. Flowers attract honeybees like companies attract customers. Discuss how this analogy helps identify some conflicts of interest in each case. (short, 5 points)
6. Contrast 'form utility', 'place utility', and 'time utility'. Identify one type of product that exemplifies each. (short, 5 points)
7. Contrast a 'marketing orientation' to a 'sales orientation'. Identify one business that seems to embody each orientation at the present time. (short, 5 points)
8. What is 'marketing myopia'? Why is it hard to avoid? (short, 5 points)
9. Contrast two explanations for the apparent increase in luxury consumption over time: the upward drift model (given a lower

boundary of zero cost), and the positional goods model. (short, 5 points)

10. In what two ways does modern Los Angeles most resemble Vance Packard's 'Cornucopia City'? (short, 5 points)

11. How does the marketing of people (e.g. Julia Roberts as actress) differ from the marketing of places (e.g. Borneo as eco-tourism destination)? (short, 5 points)

12. Discuss three different roles of the customer that marketers must consider. Which do you think is the most neglected? (short, 5 points)

13. Give an example of a strategic alliance in marketing. How might the strategic alliance make it difficult for each company to reach their target market? (short, 5 points)

14. In developing the marketing plan for our 'floating university' (luxury cruise-ship converted into university facility), what do you think was the most important marketing challenging that we failed to consider? (short, 5 points)

15. What is Marx's labor theory of value? In what way do advances in production make it less relevant to understanding modern economies? (short, 5 points)

16. Why did the rise of the marketing concept follow the Great Depression of the 1930s? (short, 5 points)

17. Explain Zahavi's handicap principle. (short, 5 points)

18. Briefly describe the foraging strategies and social organization of hunter-gatherers. (short, 5 points)

19. Describe the sexual division of labor

among hunter-gatherers. (short, 5 points)

20. Did hunter-gatherers keep track of credits and debts before money was invented? Discuss in relation to food-sharing and the risk of starvation. (short, 5 points)

21. Why did horticulturalists living at high population densities develop prestige economies? (short, 5 points)

22. Before the invention of money, could there have been economic 'markets' in the technical sense of places where supply interacts with demand to determine price? Explain how. (short, 5 points)

23. Discuss three ways that pornography appeals to men's short-term mating strategies, according to Neil Malamuth. (short, 5 points)

24. How do human status hierarchies differ from primate dominance hierarchies? (short, 5 points)

25. If Valentine's Day didn't exist, would it have to be invented? Discuss in relation to romance and consumerism. (short, 5 points)

26. Why don't men buy romance novels? Discuss in relation to the evidence concerning men's sexual fantasies. (short, 5 points)

Possible longer, 10-point questions (10 will be on the midterm from this list, out of which you should answer 5)

1. In what ways might conspicuous consumption (like luxury yachts) lead to greater social benefits than conspicuous natural displays (like peacock tails)? (long, 10 points)

2. Robert Frank argues that 'charm premiums' are increasing. Is this evidence of

runaway competition for positional goods, or could it reflect a general increase in average wealth, or something else? (long, 10 points)

3. Imagine James Twitchell (pro) was arguing with Robert Frank (con) about consumerism. For each of them, what do you think are the two strongest points they make for or against modern consumerism? (long, 10 points)

4. What are the four elements of the marketing mix? Which was most important in prehistoric trade? Which do you think is most important in the Internet economy? (long, 10 points)

5. What three strategies can a marketer follow to maintain sales after everybody already owns one of their products? Which of these strategies seems most important now for selling (1) home computers, (2) cars, (3) athletic shoes. (long, 10 points)

6. What are animals advertising in sexual courtship? In what ways does human courtship in modern economies follow the same principles? (long, 10 points)

7. Female guppies sometimes copy the sexual choices made by older, more experienced females. How can marketers take advantage of similar copying phenomena among human teenagers? (long, 10 points)

8. Male hunters of the Ache tribe sometimes hunt just so they can distribute the surplus meat to other people who might be hungry. Does this suggest hunting might have undergone a 'marketing revolution' in prehistory? (long, 10 points)

9. Identify three ways that modern shopping behavior resembles hunter-gatherer foraging strategies and movement patterns. (long, 10 points)

10. Why didn't hunter-gatherers develop very good environmental conservation policies? (long, 10 points)

11. Horticulturalists want to defend their territories. Companies want to defend their market share. Explain why this defence has both practical and symbolic (i.e. signalling, self-advertising) importance in both cases. (long, 10 points)

12. Identify two kinds of ritual gatherings in modern American society that resemble the potlatch rituals of indigenous Northwest coastal tribes. Justify your choices by explaining some similarities. (long, 10 points)

13. Discuss three features that confer prestige on a physical product. Which of these also apply when marketing places and organizations? Use examples. (long, 10 points)

14. Discuss Jerome Barkow's theory of adolescent identity crises. From a marketer's perspective, what is the relationship between a status niche and a market niche? (long, 10 points)

15. According to Laura Betzig, did ancient despots value their harems for their 'form utility' in some sense, or their prestige value? Compare to the modern phenomenon of rich old businessmen marrying young 'trophy wives'. (long, 10 points)

16. If Laura Betzig's theory of ancient Roman slavery is right, how would you expect a Roman slave-traders marketing strategy for male slaves to differ from his marketing strategy for female slaves? Discuss production, promotion, distribution, and price. (long, 10 points)

17. According to Eva Illouz, how have historical developments in consumerism paralleled developments in dating and courtship

in the 20th century? If prestige economies go back to prehistory, is that a problem for her argument? (long, 10 points)

18. What makes some products and services more 'romantic' than others? Discuss three factors. (long, 10 points)

19. How does Ricardo's 'Law of Comparative Advantage' explain the emergence of trade? Are there other reasons why prehistoric tribes may have traded? (long, 10 points)

8. Notes and questions on the Final Exam For 'Marketing, Advertising, and Human Nature' M148/M188

Notes:

- **The final will be on Friday December 15, 11:30 am to 1:30 pm.** I assume it will be in our regular classroom unless UCLA for some reason tells me otherwise. We have the room booked until 2:30 but I don't expect you will need more than 2 hours, so that will probably be the exam length.

- **The final will consist of 15 short-answer questions (out of which you should pick 10 to answer), and 10 longer-answer questions (out of which you should pick 5 to answer).** Thus, you will only have to write a total of 15 answers, and will have considerable flexibility about which questions you choose. You should cross out the questions you do not wish to answer, and be careful to check that you have written the right number of answers.

- The 10 short answers will be graded on a 5-point scale (worth a total of 50 points). The 5 longer answers will be graded on a 10-point scale (worth a total of 50 points). Thus, the exam overall will be graded on a 100 point scale.

- You should plan to budget your time carefully in the final, spending about 5

minutes each when answering the 5-point questions, and about 10 minutes each when answering the 10-point questions.

· **There will not be any questions on the final that do not appear on the list below.** If you prepare good answers to all the questions below, and if you remember them, you will do very well on the final. If you find any of the questions baffling, you should refer back to my lectures on the Classweb or to the course reader.

· However, the questions below may be re-worded or clarified over the coming week if they prove to be ambiguous or hard to understand. I reserve the right to improve them, but I won't change them substantially. If I do improve them, I will try to give you the improved versions before the final.

· For the short answers, two to four sentences should be enough. There is no need to go into great detail. You will have some blank space after each question to write your answer; please try to stay within this space. The example questions and answers below should give you some idea how much is enough (of course, the examples will not be asked on the final.)

· For the long answers, four to eight sentences should be enough. Put a little thought into these answers, perhaps making a list of points or outline on the side of the exam paper before you start writing. Don't waste time waffling before you know what you want to say. In the exam itself, it can be useful to spend 2 minutes at the start of each long answer thinking and planning before writing.

· Some of the questions ask for definitions, explanations of key ideas, and factual knowledge. Many of the other questions, especially the long-answer ones, are more open-ended. They may not have a 'right' answer, but allow you to show your mastery of principles, your critical-thinking ability, and your ability to choose good examples.

· The final will be closed-book. Please do not bring the course reader, class notes, or other study materials to the exam. You may

bring backpacks etc containing materials for your other classes.

· Bring a couple of pens with blue or black ink for writing answers. Please write very clearly. If your cursive is not easy to read, please print. I cannot grade what I cannot read.

The material that will be covered on the final exam: All the lectures since the midterm exam, and readings 19 through 39 in the course reader. However, **reading 38 is optional**, and will not be covered. You might find it interesting, however.

Below are the questions that may appear on the final

Possible short, 5-point questions (15 will be on the final from this list, out of which you should answer 10)

1. Describe three important features of Pleistocene service economies.
2. Identify two expectations that people might have evolved about service (based on the way that people interacted in prehistory), and ways that a particular service at UCLA might frustrate those expectations.
3. Describe three possible gaps in service delivery (as identified by Samli), and give an example of each in a particular kind of service-oriented business.
4. In staffing a bookstore, which do you think is more important: what kind of people you hire, or how you train them? How about staffing a match-making service (e.g. dating agency)? Justify your answers.
5. Describe relationship marketing, and why businesses think it's important. Identify one business where you think relationship marketing would be crucial, and one where it is irrelevant.

6. Identify three ways that business-consumer relationships are like marriages.
7. How does Jeremy Bentham's view of 'utility' differ from the view of modern economists? And how do both of their views relate to 'subjective well-being' as studied by psychologists?
8. Draw an example of a specific utility function for a particular kind of product – one that shows diminishing marginal returns. Label the axes, and explain how this function would help a marketer understand demand for the product.
9. Which human motivations for survival and reproduction do you think are most important in the marketing of (1) television news shows, (2) women's self-defence classes, (3) boys bands such as 'Nsync and Backstreet Boys
10. Why do economists think it's OK to make intertemporal comparisons of utility but not interpersonal comparisons of utility?
11. Identify three kinds of products where 'flow' states might be more important than 'pleasure'
12. What is the evidence for the reliability and validity of 'subjective well-being' as a psychological measurement?
13. Explain the 'happiness set-point' theory.
14. Describe four ways that the design of shopping malls may tap into our preferences for fertile savanna landscapes.
15. Why would people find average faces attractive? Why would we find distinctive faces attractive? How might this balance between averageness and distinctiveness relate to the design of attractive personal computers?

16. The Russian artists Komar and Melamid asked people what they find beautiful in a painting, and tried to paint something that captured these preferences – often with humorous results. How do the strengths and weaknesses of their method resemble those of market research generally?

17. Why might elite aesthetics be more important in designing the first version of a product for early-adopters, whereas folk aesthetics might become more important in mass marketing later versions of the product globally? Use an example of a product to illustrate your argument.

18. In the Dr. Seuss story about Sneetches, why didn't the entrepreneur Sylvester McMonkey McBean need to advertise his star-adding and star-taking-off machines? Do you think advertising is usually necessary to promote psychological obsolescence? Support your argument with examples.

19. Robert Bly suggested that advertising should focus on product benefits, not product features. Explain how his suggestions could be applied in marketing (1) California as a holiday destination, (2) yourself, as someone worth hiring for a summer internship in a marketing department.

20. Arnold Toynbee wrote "I cannot think of any circumstances in which advertising would not be an evil". Can you think of three good examples that undermine his claim, in advertising goods, services, organizations, places, or people?

21. Describe unique selling propositions that might succeed in marketing (1) UCLA, (2) your car, if you had to sell it (if you don't have a car, make one up), (3) yourself, in a single's ad.

22. Modern service-oriented companies

must market themselves not only to customers, but also to potential employees. Can you think of some conflicts that might arise in developing advertisements that try to appeal to both at once?

23. Explain why it might not be irrational to buy a product just because you've heard of the brand.

24. Explain how a company's 'brand equity' can be worth more than all its other assets (money, factories, patents) combined. How much of brand equity do you think is based on recognition by investors versus recognition by customers?

25. Why can Americans who don't know about very many German companies often do better in the German stock market than Germans who recognize all the German companies?

Possible longer, 10-point questions (10 will be on the final from this list, out of which you should answer 5)

1. Describe the service variables of responsiveness, assurance, and empathy. What are some ways that on-line services (such as banking or travel agents or something else) could improve each of these variables?

2. How would you apply Jeremy Bentham's utilitarian principle to the issue of global tobacco marketing? Does his principle suggest there should be any changes in international law?

3. Why would intelligent robots need utility functions? Give examples based on the things that people might buy robots to do for them.

4. Which do you think would prove more popular if it really existed: the experience-

recording technology depicted in the movie 'Brainstorm', or the virtual reality game technology depicted in the movie 'Existenz'? Why?

5. How would you design and market a computer game for teenage girls? And for adult women?

6. Compare the ethical issues that would arise in marketing two hypothetical products, Arousex and Empathis. Both are physiologically addictive drugs, but they have no harmful effects on health. Arousex creates a constant state of high sexual arousal and obsessive sexual fantasizing; whereas Empathis promotes powerful empathy with other people, while significantly reducing economic ambition and career motivation.

7. Consider Joe Camel as a character to promote tobacco consumption. If marijuana were legalized in California, and you worked at an ad agency to promote a new marijuana cigarette for ambitious but fun-loving students, how would you design an analogous character to promote the product? Would a cartoon character work? What features and behaviors would the character have, in order to appeal to this target market?

8. "Those who say money can't buy happiness don't know where to shop". Give two arguments in support of this statement and two arguments against it.

9. If you won 50 million dollars (a tax-free lump sum) in a lottery, how could you best use the money to promote your long-term happiness? Support your arguments with evidence from happiness research.

10. Consider Robert Nozick's thought experiment about whether you'd be willing to be a brain-in-a-vat getting any sensory input you want. Do you think it challenges consumerism as

a life-style? Why or why not?

11. Explain how Darwinian aesthetics could guide the design and marketing of a resort hotel to be constructed on a 1000-acre site on the tropical coast of Costa Rica. Consider interior design and exterior landscaping and gardening.

12. Imagine you crash-landed on an alien planet whose inhabitants resemble giraffes (symmetric heads, stubby horns, big eyes, long snouts and tongues), but they're intelligent. They kidnap you and force you to be the judge in their alien-giraffe beauty contest. If you don't make a good choice, they'll kill you. You've been able to observe several thousand of these beings, but the only thing you know about their biology is that their male sex hormones increase horn and tongue length, and female sex hormones increase eye size and snout softness. List four criteria you would use to judge each sex (some criteria can be the same for both sexes). What else what you want to know about them to be a better judge?

13. Some research suggests that first-born children are usually more conservative and authoritarian, and later-born children are more rebellious and anarchic. China's birth-control policies have limited most families to one child (so there are usually no later-borns). In view of this, how would advise Apple Computers to adapt their 'Think Different' advertising campaign for the Chinese market? How do you think Thomas Frank's arguments about the co-option of counter-culture will apply to 21st century China?

14. David Ogilvy wrote in the 1970s that "If all advertisers would give up flatulent puffery, and turn to the kind of factual, informative advertising which I have provided ... they would not only increase their sales, but they would place themselves on the side of the angels". Do you think his advice is still useful? Give reasons and examples explaining why or why not.

15. Imagine you are head of a large

advertising agency that has been hired by a gun manufacturer to sell a cheap, long-range, super-accurate sniper rifle to the general public. Identify some possible conflicts of interest that might arise between (1) your client and your investors (stockholders), (2) your account executives and the newspapers where they are trying to place ads, (3) your role as business manager and your role as a spouse, parent, or citizen.

16. Which of the following products do you think would be easiest to mass-customize: (1) expensive Italian suits, (2) computer games, (3) engagement rings, (4) stock portfolios. Which do you think would be most profitable, and why?