



## California State University Channel Islands

### MKT 310 Principles of Marketing - Course Syllabus



Instructor:	Maria Ballesteros-Sola, DBA, MBA, Fulbright Scholar
Class Meetings:	Wednesdays 9-11.50 am
Office:	Sage Hall 2153
Office Hours:	Wednesdays 8-9 am or online by appointment
E-Mail:	<a href="mailto:maria.ballesteros-sola@csuci.edu">maria.ballesteros-sola@csuci.edu</a>
Zoom Room:	mariaballesteros

#### Business Program Learning Goals

1. Critical Thinking
2. Oral Communication
3. Written Communication
4. Collaboration
5. Conduct (Ethics)
6. Competency in Disciplines

#### Specific Student Learning Outcomes (SLO's) for this course

Marketing has critical importance to the health and success of organizations. In this course, we will develop the skills and perspective that enable a manager to understand, define and execute complex marketing strategies.

We will introduce students to the basics of marketing using an active learning methodology. Students will learn to market a broad range of products including goods, services and software.

After the course, the students should be able to:

1. Discuss the fundamentals of marketing and its importance to all organizations, public and private. 1,6
2. Write comprehensive Marketing Plans and Marketing Strategies 1,3,4,5,6
3. Formulate and execute strategies businesses employ to both attract new customers and keep existing ones 1,5,6

4. Identify, conceptualize, and develop solutions for the complex and critical decisions management must face before a product or service is advertised or sold 1,6
5. Communicate logical, reasons business information to support conclusions marketing processes and business ethics through discussion, writing and oral presentations. 1,2,3,5,6

Other critical course objectives are team building, focused and precise writing, public speaking and presentation skills, and proficiency in Microsoft PowerPoint, Excel, and Word, as well as in some web-based critical tools such as Google Doc and Google Slides.

These objectives will be achieved through a mix of mini-lectures, interactive activities and discussions, writing assignments, guest speakers and a term group project.

The class follows an active hands-on approach to learning. In-class time will be used for collaborative and interactive activities – not your traditional 3 hour-lecture from the professor.

Students will be using technology in and outside the classroom. Some of the web-based tools are listed below. Students should get familiar with the tools during the first weeks of the semester.

- **Google Apps** (Docs and Slides): They can be accessed via the links provided on the course site or via CI Learn under the MyDrive tab. Only those that have the link registered in the course will see your work. It will not be retrievable through web searches.
- **VoiceThread:** A VoiceThread is a collaborative, multimedia slide show that holds [images, documents, and videos](#) and allows students to navigate slides and leave [comments in 5 ways](#) - using voice (with a mic or telephone), text, audio file, or video (via a webcam) (Source: [www.voicethread.com](http://www.voicethread.com)). Your comments will be made asynchronously in the format of your choice at least you are instructed differently.

### Required Materials

**“Principles of Marketing”** by **Tanner and Raymond** (Flat World Knowledge). Different formats available depending on your needs and budget. Second Edition is available for FREE in this link

<http://www.saylor.org/site/textbooks/Principles%20of%20Marketing.pdf>

This will be my reference book to be sure financial constraints are not a barrier for any student. You can buy the Third Edition for as little as \$29.95

[https://catalog.flatworldknowledge.com/catalog/editions/tanner\\_3-0-principles-of-marketing-3-0](https://catalog.flatworldknowledge.com/catalog/editions/tanner_3-0-principles-of-marketing-3-0)

A hard copy (Ed. 2) it is on reserve in the Library – Ask at the front desk.

Additional readings as posted on CI Learn and handed out in the classroom.

### Optional Readings

- **Principles of Marketing** by Kotler & Amstrong. (Pearson – P. Hall).
- **The Marketing Book** – (5<sup>th</sup> Edition, 2003) – Edited by M. Baker. Butterworth-Heinemann. Free online edition at <http://htbiblio.yolasite.com/resources/MarketingBook.pdf>
- **Digital Marketing Textbook** - Quirk Free online edition at <http://www.redandyellow.co.za/product/textbook-digital/>
- **The Marketing Plan Handbook** by M. Burk (Fifth Ed. Pearson)
- **Social Marketing** by Lee & Kotler (Fourth Edition, Sage Publications Inc.)
- Periodicals: Local newspapers, Time Magazine, Entrepreneur, etc.
- Apps: **Harvard Business Review Today** (great podcast series)

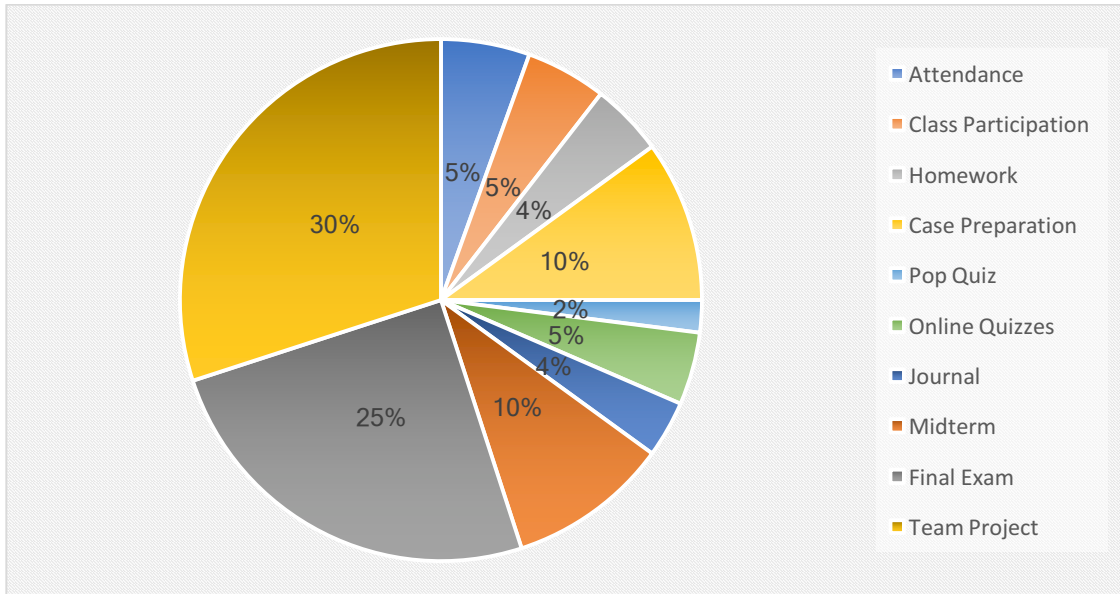
**Prerequisites:** none

**Grading**

There is a total of 1000 possible points to earn in this class. Points will be earned through:

	<b>POINTS</b>	<b>PERCENTAGE</b>
Attendance	55	6%
Class Participation	50	5%
Homework (individual 15x3)	45	5%
Case Preparation (5x20)	100	10%
Pop Quiz (individual)	20	2%
Online Quizzes (5x9)	45	5%
Journal	35	4%
Midterm	100	10%
Final Exam	250	25%
Team Project	300	30%
<b>TOTAL</b>	<b>1000</b>	<b>100%</b>

Please take a second to reflect on the points distribution. You have many opportunities throw the semester to earn “easy points”. Don’t wait till the end of the semester to start caring about your performance. Start strong on week one!



The final grade will be calculated on the weighted value of all components. Final grades will be given on the basis of the guidelines provided by the school. The professor reserves the right to change the method for determining course evaluation at any time.

A+: 1000-980	A: 979-930	A-: 929-900
B+: 899-880	B: 879-830	B-: 829-800
C+: 799-780	C: 779-730	C-: 729-700
D: 699-600	F: <600	

### Attendance

Grading for this section will be based on **attendance** and **punctuality**.

**Only one undocumented absence will be allowed during the semester.** Each additional undocumented absence will result in a 10-point penalty deduction from your attendance grade up to three unexcused absences (-30 points). Students that miss more than 4 classes without proper documentation will not pass the class.

Missed Classes: When you miss a class, you are responsible for obtaining any notes, handouts, additional reading materials, or assignment changes from your classmates or from CI Learn. Please check first with them.

For absences with extenuating circumstances related to a medical condition or disability for which you may require reasonable accommodation, please refer to the Disability Statement.

Students are expected to arrive to class on time. Three late arrivals will count as one undocumented absence.

Notice that CI Learn attendance feature doesn't allow for real time grade adjustment – your attendance grade will be adjusted manually at the end of the semester, following the rules listed above.

### **Class Participation**

You are expected to come to class with the assigned readings completed and fully prepared to participate in the discussion. Therefore **preparedness, your contributions** toward advancing class discussion, and generally **fostering learning among peers**, will count toward your class participation grade.

I reserve the right to start requesting written summaries of the weekly assigned readings if the students don't come prepared to class.

Class participation<sup>1</sup> provides the opportunity to practice speaking and persuasive skills, as well as the ability to listen. Comments that are vague, repetitive, unrelated to the current topic, disrespectful of others, or without sufficient foundation will be evaluated negatively. What matters is the quality of one's contributions to the class discussion, not the number of times one speaks.

**Outstanding Contributor:** Contributions in class reflect exceptional preparation. Ideas offered are always substantive; provide one or more major insights as well as direction for the class. Challenges are well substantiated and persuasively presented. If this person were not a member of the class, the quality of discussion would be diminished markedly. **Grade: 50 points**

**Good Contributor:** Contributions in class reflect thorough preparation. Ideas offered are usually substantive; provide good insights and sometimes direction for the class. Challenges are well substantiated and often persuasive. If this person were not a member of the class, the quality of discussion would be diminished. **Grade: 40 points**

**Adequate Contributor:** Contributions in class reflect satisfactory preparation. Ideas offered are sometimes substantive, provide generally useful insights but seldom offer a new direction for the discussion. Challenges are sometimes presented, fairly well substantiated, and are sometimes persuasive. If this person were not a member of the class, the quality of discussion would be diminished somewhat. **Grade: 30 points**

**Non-Participant:** This person says little or nothing in class. Hence, there is not an adequate basis for evaluation. If this person were not a member of the class, the quality of discussion would not be changed. **Grade: 10 points**

**Unsatisfactory Contributor:** Contributions in class reflect inadequate preparation. Ideas offered are seldom substantive; provide few if any insights and never a constructive direction

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<sup>1</sup> Note: I obtained these guidelines directly from Dr. Caserta at the IE Business School (source: Caserta, 2013 – Quantitative Methods – Syllabus). In turn, these have been learned from someone else. Although the original attribution for the guidelines has been lost, they continue to be so useful to so many.

for the class. Integrative comments and effective challenges are absent. If this person were not a member of the class, valuable airtime would be saved. **Grade: 0 point**

Students are expected to bring their laptops, tablets or smartphones to class and use exclusively for class activities.

### Homework

Homework will be assigned during the semester and will be graded using the rubrics in CI Learn. Failure to submit a homework assignment will result in a 15-point penalty deduction from your homework grade (per missed assignment).

Homework will be uploaded to CI Learn **before 11.59 pm the day before class with some exceptions**. Please upload the Word file into CI Learn (Assignments → Homework). If you are not attending the class, still be sure you submit it via CI Learn **prior to the class**. No exceptions. **Late assignments are not accepted. Please, don't send me an email with the homework attached.** I only grade assignments in Canvas.

Homework will be graded base on the quality of the content but also on the look & feel (remember we are in a Marketing class!). This “artifacts” will help you to create your student’s portfolio.

### Journal – Double Entry

Writing the journal will help you to document your growing knowledge of marketing. I encourage you to write in your journal after each class.

First, capture in bullet points the main topics discussed in class. Then, add at least one self-reflection paragraph about the class content, activities or even related to group dynamics, main obstacles found, interesting inputs from the guest speakers, etc.

It should become a personal lesson learned exercise that will help you to prepare for the Midterm and Final, and also in future projects.

I will be the only person who will read the journals. I expect you to be open, honest and provide constructive feedback about class materials and activities.

At the beginning of the semester, each student will create a Google Doc and share with me via Canvas (Assignments → Journals). Each week you will type your entry in this same document in reverse chronological order (most recent entry first). Be sure to share document with at least “comments rights”. Journal entries need to be submitted online weekly by Sunday night (11.59 pm). Only students with **24 weekly entries** will be awarded full credit. **No partial credit, no late submission.**

### Exams & Quizzes

Online quizzes. Every learning unit requires some Chapter readings. In order to be sure, you read ahead of the class, there are nine online quizzes (5 points each) scheduled through the semester and due the day before class at 11.59 pm. No make-up test allow for these quizzes.

The Midterm will serve as a checkup of your progress. Also, it will give you an idea of what to expect on the Final. The format will be a mix of multiple choice questions, topic questions, and mini-case analysis. No make-up exams will be given.

Quizzes may be given randomly through the semester with or without notice. If you do not come to class that day your score will be 0. No make-up quizzes.

## Teaching Cases

During the semester, we will be discussing five teaching case. A teaching case is basically a story that describes a real business situation faced by managers, employees, entrepreneurs, etc. Cases allow you to perform an analysis/evaluation and recommend a course of action for the protagonist of the case.

Prior to the case discussion, you will submit a 1 page (12-point font, double-spaced, one side) document in CI Learn. This preparation will help you to get your thoughts organized for the in-class discussions. Follow the outline below:

- Identify the company, protagonist, year, industry and the decision point or issue discussed in the case?
- Propose a course of action and explain why.

Each case preparation submission is worth 20 points (pass or fail) but it needs to be submitted **before** class. No late submissions accepted. If you don't address the questions posed above you won't get any points.

## Team Project: The Marketing Plan

### Objective

The core objective is to create a marketing plan for either:

1. an existing product targeted to a new audience
2. or a totally new product

In both cases, the target market will be located in Ventura County.

Students are expected to have the hands-on experience that a marketing team goes through, and to apply the learning and insights gained in the classroom.

The project can be focused on any kind of physical and specific product for the **consumer market**. It can include both tangible and intangible components. It can be manufactured by a real company or a new company that you envision. If you have access to a small company or entrepreneur that needs assistance with their marketing plan, come to see me.

I recommend that you choose a product that you really like since you are going to be researching and working extensively with it. I reserve the right to reject a selected product.

The project should be also used as an opportunity to build upon “soft” skills that will always be useful in different aspects of your future career, such as

- team building
- running effective meetings
- developing leadership skills
- using effective feedback
- speaking in public
- writing effectively

I encourage you to use **Google Docs** to collaborate in your team document and avoid e-mailing back and for different versions of the same document.

### Team Size

Teams will be self–formed of 5 students per team. Try to get a good balance of backgrounds and skill sets amongst your teammates. You will review and grade your teammates' contributions by the end of the semester. I expect the students to work hard on the project, but also to have fun.

### Deliverables

They will be submitted at the beginning of the class that they are due. At the beginning of that class, each team members will give a 2-minute *elevator pitch* of the due deliverable. Details of each deliverable will be discussed. Please find instruction under CI Learn– Module Team Project.

Team Project deliverables are identified in the Tentative Schedule Section in this syllabus with the initials TP. The Final Deliverable’s grade will be adjusted based on peer-review.

	<b>Deliverables</b>	<b>Points</b>
0	0.a <b>Team Proposal:</b> Team members & team coordinator (names, emails, and phones). Get a catchy team name. <i>What’s your brand?</i>	0
	0. b <b>Product Selection:</b> 1 page with an overview of chosen industry, company and initial product. Elevator Pitch	0
1.	<b>First Deliverable:</b> Industry Analysis, Marketing Objectives & Market Research, Target Market, STP. <u>Max 10 pages.</u> Elevator Pitch	100
2.	<b>Final Marketing Plan</b> (Executive Summary of PowerPoint + Word Document including reviewed Deliverable 1 - <u>Max 15 pages</u> )	200

### Final Presentation

The team will present their Executive Summary in PowerPoint in front of the class on the day assigned. The oral presentation should not be longer than 15 minutes. **All** team members are expected to speak in the presentation. There will be an individual assessment of the oral presentation. No written notes allowed. After the presentation, a 5-minute Q&A will be opened.

### Final Report

The final Marketing Plan will include a Word document, no more than 15 pages long plus any additional exhibits/bibliography.



After the final presentation, each team member will grade each of his/her team members on a scale from 0-100%. The objective is to evaluate your teammates' work. You will consider each of your teammate's efforts, commitment to the success of the project, and contribution to the final results, critical thinking, availability, dependability to get their work completed on time, assistance to other team members, conflict mediation and any other variables you believe were critical during the semester for a successful outcome.

Individual Final Deliverable's grades will be adjusted based on a non-competitive peer-review that you will submit at the end of the course.

Peer-scores are confidential.

***There will be NO extra credit opportunities in this class – take advantages of EACH weekly opportunity to earn points. Don't wait till last minute.  
Late assignments will not be accepted.***

### Guest Speakers

In order to achieve the objectives outlined early in the Syllabus, I have invited several accomplished speakers who will share their marketing experience in each of their industries.

The speakers have provided me with tentative dates. Final dates will be confirmed via CI Learn/ classroom. I expect the students to research the speaker's company ahead of time, and be able to formulate thoughtful questions that will enrich our learning.

The following schedule of assignments is subject to change with notice.

**TENTATIVE SCHEDULE<sup>2</sup>**

<b>WE EK #</b>	<b>DAY</b>	<b>SUBJECT AREA</b>	<b>REQUIRED READING</b>	<b>ASSIGNMENT/ DELIVERABLE DUE BEFORE CLASS</b>	<b>IN CLASS ACTIVITIES</b>	
1	01/23	<b>Introductions &amp; Course Overview</b>	<b>PM:</b> Ch. 1	Google Doc: Expectations Bring a small student ID picture	Navigating CI Learn - How to use VT	
2	01/30	<b>UNIT 1:</b> Introduction to Marketing	<b>PM:</b> Ch. 1 Ch. 16 (1&2)	Online Quiz 1 Journal entry	<b>Article:</b> <i>"The joke is on us when we buy bottled water"</i> <i>How to prepare for case discussion -</i> <b>WTF! Case</b> <b>TP:</b> overview	
3	02/06	<b>UNIT 2:</b> Strategic Planning The Marketing Plan	<b>PM:</b> Ch. 2 & Ch. 16 (1&2)	Online Quiz 2 & Journal entry <b>CASE Write Up</b> <b>HW 1:</b> What's MK & Where do you fit in?	<b>CASE 1 Discussion</b>	
4	02/13	<b>UNIT 3:</b> Consumer Behavior	<b>PM:</b> Ch. 3	Online Quiz 3 Journal Entry <b>CASE Write Up</b>	<b>TP:</b> Team Proposal due <b>CASE 2 Discussion</b>	
5	02/20	<b>UNIT 4:</b> Marketing Research	<b>PM:</b> Ch.10	Online Quiz 4 Journal Entry	"Ugly" questionnaire	
6	02/27			<b>No face to face class – Linda.com Workshop Due by 12 pm</b>		
7	03/06				<b>HW 2:</b> Part 1: Store Check VT	<b>MIDTERM</b>
8	03/13	<b>UNIT 5:</b> Segmenting, Targeting & Positioning	<b>PM:</b> Ch. 5	Online Quiz 5 & Journal Entry <b>HW 2:</b> Part 2: Report <b>CASE Write Up</b>	<b>CASE 3 Discussion</b>	
9	03/20	<b>SPRING BREAK</b>				
10	03/27	<b>UNIT 6:</b> P for PRODUCT: Creating, Developing and Managing Offerings	<b>PM:</b> Ch. 6 & 7	Online Quiz 6 Journal entry <b>TP:</b> First Deliverable & Pitch		
11	04/03			Journal entry		
12	04/10	<b>UNIT 7:</b> P for PLACE: Marketing Channels	<b>PM:</b> Ch. 8 & 9	Online Quiz 7 Journal entry <b>CASE Write Up</b>	<b>CASE 4 Discussion</b>	
13	04/17	<b>UNIT 8:</b> P for PROMOTION	<b>PM:</b> Ch. 11	Online Quiz 8 & Journal Entry		
14	04/24		<b>PM:</b> 12 & 13	Journal entry <b>CASE Write Up</b>	<b>CASE 5 Discussion</b>	
15	05/01	<b>UNIT 9:</b> Pricing	<b>PM:</b> Ch.15	Online Quiz 9 Journal entry		
16	05/08	<b>TP:</b> The Marketing Plan: Final Report + Presentations. Final Journal entry				
17	05/15	<b>FINAL EXAM – 8 am</b>				

<sup>2</sup>**PM:** Textbook**VT:** VoiceThread**HW:** Homework**TP:** Team Project

## In- Class Protocol

Cell phones and pagers are allowed in class only when they are silent/vibrate. If you need to answer an urgent call please leave the room. If your cell phone disturbs any part of the class you will be asked to leave the class and lose any points associated with that day. No exceptions.

Laptops are not allowed in the class unless you are using it to take class notes or to complete any of the assigned in-class exercises. No exceptions.

## Writing Standards

The standard of writing is that of an upper division class. Students should have already achieved correct grammar and punctuation skills; those who have not should catch up by asking for help from the Writing & Multiliteracy Center <https://www.csuci.edu/wmc/>. Poor writing will count against your assignments' grade. References/Bibliographies and writing must be APA style. **I do not accept handwritten assignments.** Please, review this brief guide

<https://www.csuci.edu/writing-ci/guide/business-and-economics.htm>

## Cheating, Plagiarism and Other Forms of Academic Dishonesty

By enrolling at CSU Channel Islands, students are responsible for upholding the University's policies and the Student Conduct Code. Academic integrity and scholarship are values of the institution that ensure respect for the academic reputation of the University, students, faculty, and staff. Cheating, plagiarism, unauthorized collaboration with another student, knowingly furnishing false information to the University, buying, selling or stealing any material for an examination, or substituting for another person may be considered violations of the Student Conduct Code (located at <http://www.csuci.edu/campuslife/student-conduct/academic-dishonesty.htm>). **If a student is found responsible for committing an act of academic dishonesty in this course, the student may receive academic penalties including a failing grade on an assignment or in the course, and a disciplinary referral will be made and submitted to the Dean of Students office.** For additional information, please see the faculty [Academic Senate Policy on Academic Dishonesty](#), also in the CI Catalog. Please ask about my expectations regarding academic dishonesty in this course if they are unclear.

The Internet is a great source of information and I encourage you to use it for research. However, do not copy another author's writing word for word, except for brief passages to support your thesis. When using another writer's work, accurately identify it with a proper citation.

Plagiarism or cheating on test and exams will result in an "F" (0 points) on the test or exams, very likely resulting in a lower or possibly a failing final grade in the course. No retakes. Plagiarism on homework or project deliverables will result in a **0-point** grade for that document. In the case where the cheating or plagiarism was premeditated or planned, students may receive an "F" for the course. I encourage you to review this document from UC Davis to learn to distinguish between collaboration and plagiarism:

<http://www.academicintegrity.org/icai/assets/unauthorizedcollaboration.pdf>.

Please ask about my expectations regarding academic dishonesty in this course if they are unclear.

### Disabilities Accommodations

If you are a student with a disability requesting reasonable accommodations in this course, please visit Disability Accommodations and Support Services (DASS) located on the second floor of Arroyo Hall, or call 805-437-3331. All requests for reasonable accommodations require registration with DASS in advance of needed services. You can [apply for DASS services here](#). Faculty, students and DASS will work together regarding classroom accommodations. You are encouraged to discuss approved accommodations with your faculty. Please discuss approved accommodations with me ASAP!

### Campus Tutoring Services

You are encouraged to make regular use of campus tutors and/or peer study groups, beginning in the second week of the semester. For campus tutoring locations, subjects and hours, go to: <http://go.csuci.edu/tutoring>.

### Civil Discourse Statement

All students, staff and faculty on our campus are expected to join in making our campus a safe space for communication and civil discourse. If you are experiencing discomfort related to the language you are hearing or seeing on campus (in or out of classes), please talk with a trusted faculty or staff member. Similarly, please consider whether the language that you are using (in person or on Canvas) respects the rights of others to “*engage in informed discourse and express a diversity of opinions freely and in a civil manner*” (language from Academic Senate [Resolution SR 16-01](#), Commitment to Equity, Inclusion, and Civil Discourse within our Diverse Campus Community).

In addition, students whose conduct adversely affects the learning environment in this classroom may be subject to disciplinary action. Students that disrupt this course may receive a verbal and written warning from the instructor, they may be excused from the class for the day, they may be excused from the class for up to one class period, and/or they may be referred to the Dean of Students office for further review and possible disciplinary action.

### Emergency Intervention and Basic Needs Statement

If you or someone you know is experiencing unforeseen or catastrophic financial issues, skipping meals or experiencing homelessness/housing insecurity (e.g. sleeping in a car, couch surfing, staying with friends), please know that you are not alone. There are resources on campus that may assist you during this time. The **Dolphin Pantry** is currently located in Arroyo Hall and offers free food, toiletries and basic necessities for current CI students. For additional assistance, please contact the Dean of Students office at (805) 437-8512 or visit Bell Tower 2565. Please visit the website for the most up to date information on the **Basic Needs** Program at CI: <https://www.csuci.edu/basicneeds/>. I am personally involved with

our **Career Closet**. If you would like to get free business clothes for an interview or networking event please contact me via email.

### Counseling and Psychological Services (CAPS)

CAPS is pleased to provide a wide range of services to assist students in achieving their academic and personal goals. Services include confidential short-term counseling, crisis intervention, psychiatric consultation, and 24/7 phone and text support. CAPS is located in Bell Tower East, 1867 and can be reached at 805-437-2088 (select option 2 on voicemail for 24/7 crisis support; or text “Hello” to 741741); you can also email us at [caps@csuci.edu](mailto:caps@csuci.edu) or visit <https://www.csuci.edu/caps>.

### Title IX and Inclusion

Title IX & Inclusion manages the University’s equal opportunity compliance, including the areas of affirmative action and Title IX. Title IX & Inclusion also oversees the campus’ response to the University’s nondiscrimination policies. CSU Channel Islands prohibits discrimination and harassment of any kind on the basis of a protected status (i.e., age, disability, gender, genetic information, gender identity, gender expression, marital status, medical condition, nationality, race or ethnicity, religion or religious creed, sexual orientation, and Veteran or Military Status). This prohibition on harassment includes sexual harassment, as well as sexual misconduct, dating and domestic violence, and stalking. For more information regarding CSU Channel Islands’ commitment to diversity and inclusion or to report a potential violation, please contact Title IX & Inclusion at 805.437.2077 or visit <https://www.csuci.edu/titleix/>.

### Class Recording Policy

Students may not record (audio or video) in this class except in accordance with approved ADA accommodations. Any recordings made in connection with a disability accommodation are for the student’s personal academic use only and may not be distributed in any manner to any other individual.

### Disclaimer

The information contained in this syllabus, other than the mandated by the University, may be subject to change with advance notice.

#### Final Thoughts

This class and all that we strive to accomplish are about you and for you! The class is the safest laboratory that you will experience in your career. Make the most out of it! Work hard and have fun! Thank you for choosing this class. I am looking forward to working with you.

*"Inspiration exists, but it has to find you working."*

Pablo Picasso