

Victoria Management School

MMBA 570
MARKETING STRATEGY

Trimester 1 2005

COURSE OUTLINE

Contact Details

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http://www.smib.vuw.ac.nz/vuw/content/display_content.cfm?id=1401

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Class Times and Room Numbers

Wednesdays 17.30 – 19:30
RLWY 126

Course Descriptor

This course is concerned with the development, evaluation and implementation of marketing strategy in different organisational environments. Participants will be introduced to a range of decisions implicit in marketing planning, and develop skill in using a variety of analytical frameworks for making such decisions.

Marketing strategy development is a strategic function within the firm requiring skills in market analysis, identifying fundamental shifts in customer needs and buying patterns, and crafting key elements of the marketing mix into a coherent marketing strategy. The course develops both theoretical and applied aspects of formulating and implementing a marketing plan. Participants will be introduced to a step-by-step guide for preparing a marketing plan and a set of practical realities, which have to be confronted in making marketing happen for an organisation. Attention will be given to the process of strategic change and implementation and the role of marketing in this process.

Course Objectives

After completion of this course, participants will be able to:

1. Explain and apply basic concepts underlying marketing planning.

2. Identify underlying factors that must be considered in developing a marketing strategy.
3. Apply techniques for undertaking strategic market analysis and formulating marketing strategies.
4. Prepare an integrated Marketing Plan and organise for successful strategy implementation.

Course Format

One two-hour lecture each week with visiting international guest speaker presentations

Readings

Marketing Planning and Strategy – Peter Reed, Harcourt Brace This text can be purchased from the University Bookshop (approx \$90).

MMBA 570 Marketing Strategy Readings (2005)

Materials and Equipment

It is expected that all assignment submissions will be prepared on white bond paper using PC technology and submitted in hard copy. All other assessment materials will be supplied.

Assessment Requirements

MMBA 570 is 100% internally assessed on the basis of one individual written paper, and one Strategic Marketing Plan, which has a group and individual component.

1. Environmental Scan Written Paper (individual)	40%
2. The Marketing Plan	60%
Group	
Situational analysis	30%
Individual	
Target Markets, Objectives, Marketing Strategy, Marketing Mix, and one year Implementation Plan	30%
Total	100%

It is particularly important that you read assigned material before attending each lecture. Advanced preparation and participation in class discussions play a vital part in your reaching the objectives for the course.

Participants are expected to spend one day (8-10 hours) per week on average in classes, preparation and assignments for MMBA 570.

The Environmental Scan written paper

Each student is required to complete the question below. The length of the paper should not be no less than 3000 words and no more than 5000 words (excluding tabulations, illustrative material etc).

Select an organisation of your choice and evaluate the implications for marketing management in the next decade of what you believe to be the five most significant changes in the general marketing environment, (which are currently detectable or predictable).

Submission date: **Thursday 24 March 2005 by 4pm – RH1116**

The Strategic Marketing Plan

The objective of the final assignment is to provide practical experience in market analysis, determination of marketing strategy options and the development of a realistic and costed marketing implementation strategy, in a context relevant to the student's day-to-day working environment. The assignment requires you to prepare a 3-year strategic marketing plan for an organisation of your choice. This 3-year plan will also detail a one-year implementation strategy. The assignment will be completed using the marketing planning workbook written by the course controller. This workbook has been developed to assist participants understand the basic steps involved in the marketing planning process.

There is no word limit for this last assignment. Student groups are expected to comprise 3-4 people. In order to keep some control of the progress of the plan, the following timetable is proposed:

By **Wednesday 2 March 2005**: a written note (200-300 words) on what you propose to do. This note should provide an organisation background and outline the markets/products served by the organisation.

By **Wednesday April 20 2005**: a brief progress report outlining tasks completed to date and proposed timing for the completion of remaining tasks.

Submission date: **Friday 3 June 2005 by 4pm – RH1116**

Penalties

In fairness to other students, work submitted after the deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Assignments more than one week late will not be accepted. A “zero” mark will be applied. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course controller prior to the deadline date.

Mandatory Course Requirements

Terms Requirements

To obtain terms in MMBA 570, participants must:

1. Attend all scheduled class discussions (absence from more than 3 sessions must have the approval of the course controllers).
2. Submit all of the assigned work on the due dates as outlined in the timetable.

Passing the Course

The overall pass mark will be 50% of the total marks i.e. 50.

Victoria MBA Grading Standards

- Victoria MBA - **Excellent** Category
A (80 – 85%) to A+ (above 85%): The quality is performed to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master’s level.
- Victoria MBA - **Very Good** Category
B+ (70 – 74%) to A- (75 – 79%): The quality is performed at a high standard. Students have reached a level which clearly exceeds “competency”.
- Victoria MBA - **Good** Category
B- (60 – 64%) to B (65 – 69%): The quality is clearly demonstrated without being exceptional in any way. Students can be thought of as competent in respect of this quality.
- Victoria MBA - **Satisfactory** Category
C (50 – 54%) to C+ (55 – 59%): The quality is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student on this quality.
- Victoria MBA - **Unsatisfactory** Category
E (0 – 39%) to D (40 – 49%): The quality is absent or performed to a very low level, or the performance is seriously flawed in this respect.
- Please note that the MBA Board of Studies (End of Course Marks Meeting) reserves the right to adjust final grade distributions in order to achieve meaningful grading standards and equity in the application of evaluation standards across various MBA courses.

Individual Work

While the Victoria MBA programme has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. Please do not work together to formulate a response and do not loan out your completed assignments.

Communication of Additional Information

Additional information and information on any changes will be conveyed to students via class announcements and in written form on the university blackboard server for MMBA 570.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures.

Student Conduct and Staff Conduct

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor. This Statute is available in the Faculty Student Administration Office or on the website at: www.vuw.ac.nz/policy/StudentConduct.

The policy on Staff Conduct can be found on the VUW website at: www.vuw.ac.nz/policy/StaffConduct.

Academic Grievances

If you have any academic problems with your course you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the MBA Programme Director, then the Head of School or the Associate Dean (Students) of your Faculty. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website: www.vuw.ac.nz/policy/AcademicGrievances.

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. Plagiarism is **prohibited** at Victoria.

The University defines plagiarism as follows:

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea, even if it is presented in your own style. It includes material from books, journals or any other printed source, the work of other students or staff, information from the Internet, software programmes and other electronic material, designs and ideas. It also includes the organization or structuring of any such material.

Plagiarism is not worth the risk.

Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct (www.vuw.ac.nz/policy/studentconduct) and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- suspension from class or university
- cancellation of your mark for an assessment or a fail grade for the course.

Find out more about plagiarism and how to avoid it, on the University's website at: www.vuw.ac.nz/home/studying/plagiarism.html.

Students with Disabilities

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, then please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services to confidentially discuss your individual needs and the options and support that are available. Disability Support Services are located on Level 1, Robert Stout Building, or phoning 463-6070, email: disability@vuw.ac.nz. The name of your School's Disability Liaison Person can be obtained from the Administrative Assistant or the School Prospectus.

Student Support

Staff at Victoria want students' learning experiences at the University to be positive. If your academic progress is causing you concern, please contact the relevant Course Co-ordinator, or Associate Dean who will either help you directly or put you in contact with someone who can.

The Student Services Group is also available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/ or email student-services@vuw.ac.nz.

VUWSA employs two Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and faculty delegates. The Education Office is located on the ground floor, Student Union Building, phone 463 6983 or 463 6984, email education@vuwsa.org.nz.

TIMETABLE

The detailed timetable is as follows:

<u>DATE</u>	<u>TOPIC</u>	<u>PREPARATION REQUIRED</u>
<u>Week 1</u> Feb 23	Course Introduction A Marketing Strategy and Planning Framework - the Marlow Method Flow Chart <ul style="list-style-type: none">• What is Marketing Strategy?• What is Strategic Marketing Planning?	Chapters 1 and 2 Readings 1 - 4
Where do I start? External and Internal Analysis - Conceptual and Applied Frameworks		
<u>Week 2</u> Mar 2	International Speaker – Professor David Jobber – Branding Lecture	
<u>Week 3</u> Mar 9	External Market Analysis (1) Market Definition Customer Analysis	Chapter 3 Readings 5 and 6
<u>Week 4</u> Mar 16	External Marketing Analysis (2) Competitor Analysis Scanning the External Environment Opportunities and Threats Mission Analysis: Just what business are we in?	Chapter 3 Case: E & R Products Readings 7 and 8
<u>Week 5</u> Mar 23	International Speaker – Professor Steve Baron – Retail Strategy Lecture MID-SEMESTER BREAK	

<u>DATE</u>	<u>TOPIC</u>	<u>PREPARATION REQUIRED</u>
<u>Week 6</u> Apr 13	External Marketing Analysis (3) Market Potential and Forecasting	None
	Internal Analysis Marketing Mix Assessment Customer-Orientated Strengths and Weaknesses	Reading 9
Targeting, Objective Setting and Marketing Strategy Development - Conceptual and Applied Frameworks		
<u>Week 7</u> Apr 20	Targeting and Setting Marketing Objectives	Case: Johnson Controls Chapter 4 Readings 10 and 11
<u>Week 8</u> Apr 27	Marketing Strategy Selection	Chapter 5
Marketing Programme Development - Conceptual and Applied Frameworks		
<u>Week 9</u> May 4	Using SWOT as a generator of Marketing Programmes Product and Pricing Programmes	Chapters 6 and 7 Reading 3 (pages 16-21) Reading 12
<u>Week 10</u> May 11	Using SWOT as a generator of Marketing Programmes Communications and Distribution Programmes	Chapters 8-11 Reading 3 (pages 16-21)

<u>DATE</u>	<u>TOPIC</u>	<u>PREPARATION REQUIRED</u>
<u>Week 11</u> May 18	Using SWOT as a generator of Marketing Programmes Physical Facilities, People and Process Programmes 12 Month Action Plan and Financial Projections	Chapter 12 Reading 3 (pages 16-21)
Marketing Strategy Implementation - Conceptual and Applied Frameworks		
<u>Week 12</u> May 25	Implementation and Control Issues in Strategic Marketing <ul style="list-style-type: none"> • organisational structure • behavioural and cultural issues Course Review	Chapter 13 Readings 13-16