

Victoria Management School

**MMBA 570 MARKETING STRATEGY**

Trimester 1 2007

**COURSE OUTLINE**

**Contact Details**

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National Teaching Excellence Award Winner 2002  
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**Class Times and Room Numbers**

Wednesdays 17.40 – 19:30 RWW 129

**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

## Readings

Strategic Marketing Planning (2<sup>nd</sup> Edition) – Peter Reed, Thomson. This text can be purchased from the University Bookshop.

Strategic Marketing Planning Workbook

## 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%
<b>Group</b> (30%)	
Situational analysis	
<b>Individual</b> (30%)	
Target Markets, Objectives,	
Marketing Strategy, Marketing	
Mix, and one year Implementation Plan	
<b>Total</b>	<b>100%</b>

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 5 April 2007 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 7 March 2007**: 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 2 May 2007**: a brief progress report (200-300 words) outlining tasks completed to date and proposed timing for the completion of remaining tasks.

Submission date: **Friday 8 June 2007 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**

To meet mandatory course requirements 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); and
2. Submit all of the assigned work on the due dates as outlined in the timetable.

### **Victoria MBA Grading Standards**

#### Excellent Category

A- (75 – 79%) to 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.

#### Very Good Category

B+ (70 – 74%): The quality is performed at a high standard. Students have reached a level that clearly exceeds “competency”.

#### Good Category

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.

#### Satisfactory Category

B- (60 – 64%): The quality is clearly demonstrated without being exceptional in any way. Students can

be thought of as competent in respect of this quality.

#### Marginal 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.

#### Unsatisfactory / Failure 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.

### **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.

### **Referencing**

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information online [http://www.vuw.ac.nz/st\\_Services/slss/study/reference/APA.pdf](http://www.vuw.ac.nz/st_Services/slss/study/reference/APA.pdf)

### **Communication of Additional Information**

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

## **TIMETABLE**

The detailed timetable is as follows:

<b><u>DATE</u></b>	<b><u>TOPIC</u></b>	<b><u>PREPARATION REQUIRED</u></b>
<b><u>Week 1</u></b> Feb 28	Course Introduction	
	<b>The Marketing Strategy and Planning Workbook - the Marlow Method Flow Chart</b> <b>* What is Marketing Strategy? * What is Strategic Marketing Planning?</b>	
<b><u>Week 2</u></b> Mar 7	The Process of Planning and Strategy Formulation	Chapters 1 and 2
	<b>Where do I start?</b> <b>External and Internal Analysis - Conceptual and Applied Frameworks</b>	
<b><u>Week 3</u></b> Mar 14	<b>External Market Analysis (1)</b> Market Definition Customer Analysis	Chapter 3
<b><u>Week 4</u></b> Mar 21	<b>External Marketing Analysis (2)</b> Scanning the External Environment and Competitor Analysis Opportunities and Threats Mission Analysis: Just what business are we in?	Chapter 3
<b><u>Week 5</u></b> Mar 28	<b>External Marketing Analysis (2) Contd</b> Market Potential and Forecasting	Chapter 3
<b><u>Week 6</u></b> Apr 4	<b>Internal Analysis</b> Marketing Mix Assessment Customer-Orientated Strengths and Weaknesses	Chapter 3

MID-SEMESTER BREAK

<u>DATE</u>	<u>TOPIC</u>	<u>PREPARATION REQUIRED</u>
<b>Targeting, Objective Setting and Marketing Strategy Development Conceptual and Applied Frameworks</b>		
<b><u>Week 7</u></b> Apr 25	Targeting and Setting Marketing Objectives	Chapters 4 and 5
<b><u>Week 8</u></b> May 2	Marketing Strategy Selection	Chapter 5
<b>Marketing Programme Development - Conceptual and Applied Frameworks</b>		
<b><u>Week 9</u></b> May 9	Using SWOT as a generator of Marketing Programmes Product and Pricing Programmes	Chapters 6 and 7
<b><u>Week 10</u></b> May 16	Using SWOT as a generator of Marketing Programmes Communications and Distribution Programmes	Chapters 8-11
<b><u>Week 11</u></b> May 23	Using SWOT as a generator of Marketing Programmes Physical Facilities, People and Process Programmes  12 Month Action Plan and Financial Projections	Chapter 12
<b>Marketing Strategy Implementation - Conceptual and Applied Frameworks</b>		
<b><u>Week 12</u></b> May 30	Implementation and Control Issues in Strategic Marketing <ul style="list-style-type: none"> <li>• organisational structure</li> <li>• behavioural and cultural issues</li> </ul> Course Review	Chapter 13

## **Faculty of Commerce and Administration Offices**

### Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty's Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

### Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office is available for the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

## **General University Policies and Statutes**

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar or go to [www.vuw.ac.nz/policy](http://www.vuw.ac.nz/policy).

For information on the following topics, go to the Faculty's website [www.vuw.ac.nz/fca](http://www.vuw.ac.nz/fca) under Important Information for Students:

- Academic Grievances
- Academic Integrity and Plagiarism
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

## **Manaaki Pihipihinga Programme**

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email [manaaki-pihipihinga-programme@vuw.ac.nz](mailto:manaaki-pihipihinga-programme@vuw.ac.nz) or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email [pacific-support-coord@vuw.ac.nz](mailto:pacific-support-coord@vuw.ac.nz) or phone (04) 463 5842.