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School of Marketing and International Business

**MARK 311**  
**STRATEGIC MARKETING MANAGEMENT**

Trimester 2, 2007

**COURSE OUTLINE**

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**TEACHING STAFF:**

**Course Coordinator:** Malcolm Wright, RH 1125, Ph 463 6914 Email: [Malcolm.Wright@vuw.ac.nz](mailto:Malcolm.Wright@vuw.ac.nz), Office Hours: Tuesday and Friday, 2:30 – 3:30.

**Course Administrator:** Cruise Yu, RH 1129, Ph 463 6486 Email: [Cruise.Yu@vuw.ac.nz](mailto:Cruise.Yu@vuw.ac.nz).  
Office Hours: Wednesday 1:00-3:00pm

**LECTURE TIMES:** RHLT1 Tuesday 3:30 – 5:30 PM (lectures)  
RHLT1 Friday 3:30 – 4:30 PM (workshops/supplements)

**TUTORIALS:** Start from Week 3. Sign up for Tutorials by the end of Week 1 using S-cubed. Tutorials are not offered every week.

**EXAMINATION:** Two hours, during the October/November examination period.

**PREREQUISITIES:** MARK 202, 211 (or 261) (P); 24 pts of MARK at 300 level (C).

**COURSE MATERIAL:** You must buy and read Best, RJ (2004), *Market Based Management: Strategies for Growing Customer Value and Profitability, 4<sup>th</sup> Edition*, Pearson, Prentice Hall: New Jersey.

**BLACKBOARD:** Use the MARK 311 Blackboard site for all questions about administration and course content, and to access supplementary resources, lecture overheads and assignment feedback. Log in regularly as notices to the class may be posted here.

**ASSESSMENT:**

Tutorial Participation	10%
Assignment 1: Essay (Week 4)	20%
Assignment 2: Group Presentations (Weeks 7&8)	10%
Assignment 3: Case Report (Week 10)	20%
Examination (2 hours)	40%

## WELCOME

Welcome to MARK 311. I hope you enjoy studying this course. My name is Malcolm Wright. I am the instructor and will be responsible for this paper, supported by my administrator, Assistant Lecturer Cruise Yu, and a team of tutors. You can contact Cruise or me in person, by phone or by email, but I prefer that general administrative and academic queries be posted to Blackboard, so that other people can read the reply.

Why should I be teaching MARK 311 Strategic Marketing Management? The answer is that I have a range of academic and practical experiences in this area. Most of my practical experience is in a Business to Business context, as an IBM Marketing Representative and Telecom Product Manager early in my career, and later as Managing Director of a property company with a substantial portfolio of CBD Office Buildings. However, I have also undertaken a considerable amount of consulting on new product forecasting and measuring the impact of alternative marketing programmes.

My academic research has been concentrated in the areas of market research, new product development and business to consumer marketing. It has appeared in a number of leading international journals, including the *Journal of the Academy of Marketing Science*, the *International Journal of Research in Marketing*, the *Journal of Product Innovation Management*, the *European Journal of Marketing*, the *Journal of the Market Research Society*, the *Australasian Marketing Journal*, the *Journal of Product and Brand Management*. As part of my research programme I work closely with colleagues in the UK, USA and Australia.

All of this gives me some ideas and perspectives that will be useful to you. However, one thing that I have learnt above all others is that you only succeed if you take responsibility for getting where you want to go, and be active in doing what you have to do to get there. This is as true for MARK 311 as for anything else. To do well, you need to become interested, work out what you need to do to succeed, and make the extra effort to do so.

I hope you will enjoy the course, and put in the effort required to get the most out of it. For a 24 point course, that means an average of 16 hours a week during the trimester, and 48 hours over the mid-semester break and study period.

Kind regards

Malcolm

## PAPER OBJECTIVES

This is a capstone course for marketing students. A strategic framework is established that places customers at the centre of enterprise activity. Themes include environmental scanning, brand management and strategy formulation, using an integrated case-based approach.

## SOME OTHER DESIRED LEARNING OUTCOMES

I would like you to take several steps along the way to being a competent manager, with a lot of marketing knowledge and expertise. Above all, this means peering into the future to anticipate problems and opportunities, and organising yourself well in advance to address these. Don't be gullible – consultants will always have the next 'Theory' to sell – instead know your market intimately and back your own judgment. You need to be an insightful and critical marketing analyst, able to “crunch numbers” in Excel and communicate clearly in discussions, in writing or by powerpoint presentation. You should be able to write a clear brief, and respond clearly to a brief that you receive. You should be able to set priorities, evaluate alternatives, make decisions, implement them and evaluate the results.

## READING

The main resources for your study are the textbook, blackboard and lectures. However, it is important that you become aware of what is going on in business; I expect you to be up to date with current issues in New Zealand business. This means you should regularly read the business pages of the Dominion, or alternatively read the NBR or Independent. This amount of reading is essential.

For supplementary material, reading the *Economist* will give you a good sense of the issues current in business worldwide, as well as changes to the environment in which business operates. Similarly, reading the *Sloan Management Review* or the *Harvard Business Review* will show you the ideas that consultants are urging business to adopt. For news from the cutting edge of academic marketing, read the *Journal of Marketing*. There are a variety of other more specialised academic journals which you may need to draw on if you are interested in a particular issue. There are too many of these to list here, but I expect you to develop the skills to find important information by reading journals and searching the library catalogue and databases and using Google Scholar ([www.scholar.google.com](http://www.scholar.google.com)).

COURSE OUTLINE (SUBJECT TO MINOR CHANGE)

Week	Starting	Topic	Textbook Chapters	Suppl. Session / Workshop (Draft)	Article Readings	Tutorial Topics	Assessment Due
1	9 July	Think, Anticipate & Analyse		Excel & writing			
2	16 July	Value the Customer	Best, Ch 1	Portfolio theory			
3	23 July	Measure Performance	Best, Ch 2&15	<b>None</b>	Rust et al (2004)	Matrixes	
4	30 July	Understand Market Structure	Best Ch 5	Contribution analysis	Ehrenberg et al (2004)	<b>No tutorial</b>	<b>Essay</b>
5	6 Aug.	Find Opportunities	Best, Ch 3	Teamwork		Scenarios	
6	13 Aug.	Create Value	Best, Ch 4	<b>None</b>		<b>No tutorial</b>	
	20 Aug.	Mid-Semester Break					
	27 Aug.	Mid-Semester Break					
7	3 Sep.	Sustain an Advantage	Best, Ch 6	Mini-cases	Day & Wensley (1988)	Env. Scan	<b>Presentations</b>
8	10 Sep.	Market Based Assets	Best, Ch 7	<b>None</b>		Env. Scan	<b>Presentations</b>
9	17 Sep.	The Response to Price	Best, Ch 8&9	Distribution issues		<b>No tutorial</b>	
10	24 Sep.	The Response to Advertising	Best, Ch 10	Mini-cases		Market Structure	<b>Report</b>
11	1 Oct.	New Product Development	Best, Ch 7	Forecasting		<b>No tutorial</b>	
12	8 Oct.	Keys to Success	Best, Ch 14	<b>None</b>		MPP	
							<b>EXAM</b>

## ASSESSMENT

For a third year course, I want to encourage you to become independent learners. I also believe that to support long term recall, you need to approach the same topic from different perspectives at different times. That means that the lectures, tutorials and assessment will not exactly parallel each other, and sometimes the assessment or tutorials will include material that has not been covered in class. Working out how to approach a problem, doing your own research, and tailoring your solution to your audience are all important business skills. I would like you to start to demonstrate these skills in your approach to the assessment.

Some additional material will be published on BlackBoard, including tutorial exercises, suggested readings, the Assignment 3 case, examples of good work, and marking guidelines.

### **Tutorial Participation (10%)**

**Ongoing – Best five out of six count**

Your participation in tutorial discussion, as assessed by your tutor, will count for 10% of your course grade.

### **Assignment 1, Essay (20%)**

**Due 9am Friday, 3 August 2007**

Write a 1000 word essay on **one** of the following topics.

- 1 Explain and evaluate the theory of market based assets.
- 2 Explain and evaluate the widespread use of market share as a key market performance metric.

**Note:** We will provide only limited coverage of these topics in lectures, often after the essays are due. These are important topics in strategic marketing. By encouraging you to research them independently, I hope to develop your ability to evaluate new ideas as they emerge throughout your career.

### **Assignment 2, Group Presentation (10%)**

**During Week 7 and 8 Tutorials**

Each tutorial will be divided into four groups. Each group will be assigned one of the following industries: horticulture, yellow fats, clothes retailing, or automobiles. The group must prepare an environmental scan for that industry using secondary sources (**do not** approach any of the companies involved in that industry), make a 15 minute powerpoint presentation in Week 7 or 8, and lead a 5 to 10 minute question and answer session. You must then hand in a printout of the group overheads to the tutor, using 3 slides per page.

### **Assignment 3, Case Report (20%)**

**Due 9am Friday 28 September 2007**

I will provide a case for Assignment 3 later in the trimester. Your task will be to write a strategic plan of no more than 1500 words (excluding Appendices) in response to this case.

Use report formatting and concise writing. Your plan should include:

- 1 A performance analysis of each brand, using appropriate metrics.
- 2 An appendix showing the use of excel to calculate these metrics.
- 3 A brief environmental scan.
- 4 Development and justification of objectives for each brand.
- 5 A recommended allocation of the marketing budget between brands.
- 6 A brief justification of this allocation.

### **Links Between Assessment and Graduate Attributes**

	Essay	Group Presentation	Case Study	Tutorial Participation	Exam
Leadership		✓		✓	
Critical Thinking	✓	✓	✓	✓	✓
Creative Thinking	✓	✓	✓	✓	
Written Communication	✓		✓		✓
Verbal Communication		✓		✓	

### **Submitting Assignment 1 and Assignment 3**

You must submit these assignments by putting them in the Assignment box for MARK 311 on the Mezzanine Floor of Rutherford House by 9 am on the due date.

### **Examination (40%)**

The final 2-hour examination counts for 40% of your grade. It will consist of two essays and two mini-cases similar to exercises completed in tutorials. It will be timetabled within the Trimester Two final examination period (15 October – 11 November 2007).

### **Mandatory Course Requirements**

In addition to obtaining an overall course mark of 50% or more, students must:

1. Attend 5 out of 6 tutorials;
2. Participate in the presentation;
3. Hand in both pieces of individual work;
4. Hand in one copy per group of the powerpoint slides;
5. Obtain a minimum of 40% in the examination.

## ASSESSMENT POLICIES

1. Late Penalty: There is one three day extension voucher below that can be applied to either the essay or the report, but not both. Use it when you need to. After that, no mercy! We will take off 2 marks (out of 20) for each day the work is late. In the event of an unusual circumstance, such as a serious illness or family bereavement, you should discuss waiver of this penalty with the course administrator, Cruise Yu.



### 3-day extension voucher for MARK 311

2007

2. Word Count: Concise effective writing is a key academic and business skill. If you go over the word limit this will usually be regarded as an example of poorly organised arguments, sloppy thinking and poor presentation. Marks will be deducted accordingly, typically at the rate of 1 mark out of the 20 available for each 100 words (or part thereof) over the limit. Excessively long meandering assignments with poor structure will be failed.
3. Written Expression: If you have problems in written expression, we strongly encourage you to make use of the Student Learning Study Support Service on Level 2 of the Railway West Wing. We expect competent use of written English, and will assess this in each piece of work; while a few minor mistakes will not be penalised, frequent mistakes or major problems in written expression will result in the loss of up to 3 marks (out of the 20 available). If grammatical problems mean that we cannot understand your assignment, it will be failed. If you fail due to poor written expression, you may revise the language (but not the content), and resubmit an otherwise identical assignment before the last teaching day of the semester – although the most I will give for a re-submitted assignment is 10/20.
4. Formatting and Referencing: Proper formatting and accurate referencing is required in the assignments. See ‘SMIB Guidelines for Written Material and Referencing’ on Blackboard for information as to how to format, organise and reference your work.
5. Returning Assignments: Where possible assignments will be returned to students in class (during lectures or tutorials for example), or by the lecturer/tutor concerned at a pre-arranged time and place. In accordance with University policy, all uncollected assignments will be held by the SMIB office (RH 1121) for three months following the end of term, and then disposed of.

## Further Information

### **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.