

School of Marketing and International Business

## **MARK 311 Strategic Marketing Management**

Trimester Two 2008

### **COURSE OUTLINE**

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#### **Name and Contact Details**

**Brian C. Imrie**

Lecturer/Course Coordinator – Marketing  
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Level 11 – Rutherford House  
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**Office Hours:**

Tuesday 1:30pm – 2:30pm  
Friday 11am – 12pm

Please email me if you need to make an appointment outside my office hours.

**Helen Hynes**

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#### **Trimester Dates**

Monday 7<sup>th</sup> July to Saturday 8<sup>th</sup> November 2008

#### **Lecture Times and Room Numbers**

Monday	1:40pm – 3:30pm	RH LT1
Friday	1:40pm – 2:30pm	RH LT1

Commencing 7<sup>th</sup> July 2008

## Course Content

This course builds on your elementary understanding of strategic marketing established within MARK 211 (Marketing Management). This course will broaden your understanding of overall strategic planning, and the strategy execution role that marketers must play in a business unit.

The basic premise of this course is that the primary function of marketing is to increase Shareholder Value, and that marketing is able to do that by creating intangible Market Based Assets, assets that come into being by the interaction of organisation and market forces. 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 that revolves around creating and increasing Shareholder Value. Attention will be given to the process of strategic change and implementation and the role of marketing in this process.

## Course Objectives

Upon completing this course students should be able to:

- Utilise critical and creative thinking skills to facilitate ongoing learning that is able to adapt to the dynamic business environment.
- Be aware of the volatile and changeable nature of the market place and be able to apply marketing theories and knowledge accordingly.
- Understand the central role of Shareholder Value creation in Marketing and Marketing Strategy.
- Identify underlying factors that must be considered in developing a marketing strategy that creates and/or increases Shareholder Value.
- Apply techniques for undertaking strategic market analysis and formulating marketing strategies.
- Prepare an integrated Marketing Plan and organise for successful strategy implementation.

## Tutorials

Tutorials commence in the third week of trimester and follow the schedule at the end of the course outline. They are held every second week. During tutorials there will be a discussion relating to particular issues relevant to Strategic Marketing. **The particular case study questions will be available to students on the Blackboard website the week before.** Students should be prepared to discuss the relevant topic each week. The required case answer **MUST** be typed and handed in each week, commencing with submission in week 3. Students are expected to spend on average one to two hours a week preparing for tutorials.

## Expected Workload

Students should generally spend up to 14 hours per week on MARK 311, which includes lecture and tutorial attendance, reading the course material, preparing for tutorials and working on assignments. Here is a provisional breakdown:

	<u>Hours</u>
Class & Tutorial Attendance	3-4
Reading & Study	3
Tutorial Preparation	1-2
Course Projects	4-5

## Readings

### Prescribed Text:

Cravens, David W., and Piercy, Nigel F. (2009), *Strategic Marketing*, ninth edition, McGraw-Hill/Irwin.

### Recommended Text:

Ranchhod, A., and Gurau, C. (2007), *Marketing Strategies: a contemporary approach*, 2<sup>nd</sup> edition, Prentice Hall.

Additional resources, including Best (2009), have been placed on Closed Reserve. Take a look at the Course Reserve list on the library site: <http://www.victoria.ac.nz/library/>. The prescribed and recommended texts can be purchased from VicBooks. For study purposes, you are strongly recommended to take notes from both books. It is particularly important that you read the assigned chapters **before** lectures and tutorials. Advanced preparation and participation will play a vital part in achieving the course objectives.

## Group Work

The major assignment in the course, a Strategic Marketing Plan, involves group work. Students will be assigned to a group (3-4 per group) in Tutorial 1 (i.e. week 3). If a group experiences difficulties with their group work, students should first approach their tutor for advice and assistance in resolving any differences.

The procedure to be followed is:

- 1) Students should try to resolve the problems within the group first, before approaching anyone else.
- 2) Students should meet with their tutor to try to resolve their differences.
- 3) The tutor will arrange for students to meet with the Course Coordinator who will endeavour to resolve the problems.

Steps 1 to 3 must be completed before the assignment is handed in. In circumstances where outstanding issues are not resolved, step 4) will be implemented.

- 4) Students must complete a 'Peer Assessment' form, available from the Course Coordinator, and this must be submitted before the assignment marks are released.

If there are differences in the peer assessment forms, the student(s) will be required to meet with the Course Coordinator/lecturer, and anyone else deemed appropriate to discuss the discrepancy. A differential allocation of the grade may be an outcome of this process.

## Assessment

Assignment	%	Due Date
1. Tutorial Case Study Discussion	25%	Weeks 3, 5, 7, 9 and 11
2. Marketing Plan (Colgate-Palmolive)	15%	5pm, 26 <sup>th</sup> September 2008
3. Final examination (closed book)	60%	To be advised
	100%	

### 1. Tutorial Case Study Discussion

**25% –5 marks per Case.**

**This is a task for an individual.**

(Maximum 2 typed pages, 1.5 spacing, 12 Point font)

During tutorials, commencing in the third week, there will be a discussion in your assigned tutorial on a strategic marketing case. **Prior to your participation within the tutorial you are required to prepare a typed response for that week's assigned case study. You should bring your typed work to the tutorial ready to facilitate your participation in the case discussion.** The schedule of cases is included in the Lecture and Tutorial Schedule at the conclusion of this course outline. All cases are contained within the required text book (i.e., Craven and Piercy, 2009). The particular case questions for each week will be available to students on the Blackboard website the week before. The written responses are to be handed in at the time of your tutorial, and will not be accepted after the commencement of the tutorial. Each case study will be worth 5 marks for the course, and will be assessed primarily on your level of input into the weekly discussion. The quality of your written answers will also be briefly reviewed. **You are required to attend and submit a case answer for at least four tutorials to attain term requirements.** There are no marks assigned for attendance, although your attendance will be noted.

### 2. Strategic Marketing Plan Colgate-Palmolive: Fast Moving Consumer Good (FMCG)

**15%**

**This is a task for a Group.**

(Maximum 7500 words; 1.5 spacing; 12 Point font; report format)

The objective of the major 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. Students will be assigned to a group of 3-4 students within their assigned tutorial. A representative from the Colgate-Palmolive company will provide details of a current FMCG product within their global product line that they wish to launch/relaunch within the New Zealand market. These details will be posted on the Blackboard website by week 3. Each team is assigned the task of

developing a comprehensive marketing plan for this product. Your plan will need to be realistic in terms of both the firm's resources and the market. Creativity and attention to detail will be rewarded. In addition to the details on Blackboard Kim Schneider, Marketing Director, Colgate-Palmolive will brief the class in week 4. This will provide an opportunity for you to ask any questions. **Other than this session you are expressly forbidden from contacting any representative of Colgate-Palmolive.**

### **3. Final Examination**

#### **60% – Closed Book and 2 hours Duration**

The final invigilated examination will account for 60% of the student's overall mark and be administered within the official examination period (i.e., 17<sup>th</sup> October – 3<sup>rd</sup> November 2008). Students will be notified about the format of the examination during the last week of lectures. The examination will draw upon a range of material: lectures, tutorials, readings, and assignments.

#### **Assessment Information & Penalties**

Writing guidelines: Writing Guidelines will be available on Blackboard. Please familiarise yourself with these.

Handing in assignments: All MARK311 tutorial case assignments are to be handed in within your assigned tutorial. The group Strategic Marketing Plans are to be placed in the marketing assignment box labelled MARK 311 Strategic Marketing Management located in Rutherford House on the mezzanine level by 5pm on Friday the 26<sup>th</sup> September 2008. The box will be emptied **5 minutes after the due time**. Students must also submit their work to Turnitin. Instructions will be provided in class. **NOTE:** Any work received after the due time will be deemed late and incur penalties.

Late assignments: Assignments received after the deadline will have 10% deducted from the available grade, per day. For example, an assignment that is one day late will lose 10% of the available grade (i.e. a 78% becomes a 68%), 2 days late 20% (i.e. a 78% becomes 58%), etc. However, assignments received 7 days after the due date will not be marked. Consequently, this may jeopardise your ability to pass the course.

**Secondly, late assignments must be date stamped and signed-in by the 11<sup>th</sup> floor reception staff. Do NOT slide them under doors or put them into the box after the due date.**

Extensions: Extensions will be granted only in exceptional circumstances (e.g. illness with supporting medical documents stating the nature and length of impairment, provincial or national representative activities with supporting documents) by the MARK 311 course coordinator. Tutors are **not** authorised to grant extensions. **Only** the Course Coordinator should be approached (consult the course outline for the person responsible). Extensions need to be arranged before the due date.

Word Count: Clear word count limits are stated for these assignments. Failure to adhere to these limits will incur a penalty of **5% for every 500 words** over the limit (e.g. 1 page if it's single spaced, 1 ½ pages if 1.5 spacing is used).

Dissemination of Grades: **At the end of the semester**, all internal assessment marks will be displayed on Blackboard. All students are requested to check these – any discrepancies should be reported to the Course Coordinator as soon as possible.

## **Mandatory Course Requirements**

In order to pass this course, students must complete the following:

- Attempt at least four out of the five case analysis assignments (including attending the respective tutorials).
- Submit a Strategic Marketing Plan (Group Assignment)
- Attempt the final invigilated examination
- Attain a minimum grade of 40% in the final invigilated examination.

To meet mandatory course requirements students must submit ALL the above assessment and also achieve a composite mark of at least 50% of the total marks, i.e. 50/100. Failure to meet these requirements will jeopardise your ability to pass the course.

## **Communication of Additional Information**

Any additional information or changes will be communicated at the beginning of lectures, added to the MARK 311 Blackboard announcements and/or communicated through e-mail. The address is: <http://Blackboard.vuw.ac.nz>. You will be asked for your SCS username and student ID. Click on the MARK 311 course heading under My Courses.

It is up to you to make sure that you check Blackboard on a regular basis. The lecturer and tutors cannot be held responsible if you do not check the notices or the various Discussion Boards frequently.

## **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.

## **Use of Turnitin**

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <<http://www.turnitin.com>>. Turnitin is an on-line plagiarism prevention tool which identifies material that may have been copied from other sources including the Internet, books, journals, periodicals or the work of other students. Turnitin is used to assist academic staff in detecting misreferencing, misquotation, and the inclusion of unattributed material, which may be forms of cheating or plagiarism. *At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin.* You are strongly advised to check with your tutor or the course coordinator if you are uncertain about how to use and cite material from other sources. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

## **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.victoria.ac.nz/home/about/policy/students.aspx](http://www.victoria.ac.nz/home/about/policy/students.aspx)

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

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

## **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. The University defines plagiarism as follows:

*The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other students or staff.*

It is still plagiarism even if you re-structure the material or present it in your own style or words.

*Note: including the work of others will not be considered plagiarism as long as the work is acknowledged by appropriate referencing.*

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

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

Find out more about plagiarism, and how to avoid it, on the University's website:

[www.victoria.ac.nz/home/studying/plagiarism.html](http://www.victoria.ac.nz/home/studying/plagiarism.html)

## **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 6015. 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.

## **Disclaimer**

While every effort has been made to ensure that the information contained in this document is accurate, the information is subject to change. Changes will be notified in class, on Blackboard, and/or tutorials. Students are encouraged to check notice boards, Blackboard, etc for any changes. It is your responsibility to be informed.



## MARK311 Strategic Marketing Management Lecture and Tutorial Schedule

<b>Week of Trimester</b>	<b>Content Description</b>	<b>Required Reading and Tutorial Cases</b>
Lecture week 1 Week beginning 7 <sup>th</sup> July	Course Overview Moving away from the 4 P's Marketing and Shareholder Value (SHV)	Ranchhod and Gurau (2007) Chapter 10 (pp. 329-331)
Lecture week 2 Week beginning 14 <sup>th</sup> July	Market Orientation, Marketing Resources and Capabilities and its link to SHV	Cravens and Piercy(2009) Chapters 1, 2 and 14 Best (2009) Chapter 2  Jaworski, B and A. Kohli (1996), "Market Orientation: Antecedents and Consequence," <i>Journal of Market Focused Management</i> , 1 (July), 119-135.
Lecture week 3 Week beginning 21 <sup>st</sup> July	Marketing Strategy Implementation and Control  Marketing Metrics and Marketing Dashboards	Cravens and Piercy (2009) Chapter 15 Ranchhod and Gurau (2007) Chapters 6 and 9 Best (2009) Chapters 2, 16  Srivastava, R, T Shervani and L. Fahey (1998), "Market Based Assets and Shareholder Value: A Framework for Analysis," <i>Journal of Marketing</i> ( Jan)
Tutorial week 3 Week beginning 21 <sup>st</sup> July	Case: Firm Capabilities and Customer Value	Case 1-2: The New York Times Cravens and Piercy(2009) pp. 34-39

<b>Week of Trimester</b>	<b>Content Description</b>	<b>Required Reading and Tutorial Cases</b>
Lecture week 4 Week beginning 28 <sup>th</sup> July	Innovation and New Product Strategy  <b>Guest Speaker:</b> <b>Kim Schneider, Marketing Director, Colgate-Palmolive</b>	Cravens and Piercy (2009) Chapters 8 Best (2009) Chapter 7
Lecture week 5 Week beginning 4 <sup>th</sup> August	Value-Co-creation and Services Dominant Logic	Ranchhod and Gurau (2007) 335-346  Vargo, S. L. and R. F. Lusch (2004). "Evolving to a New Dominant Logic for Marketing," <i>Journal of Marketing</i> , Vol. 68 (1), pp. 1-17.
Tutorial week 5 Week beginning 4 <sup>th</sup> August	Case: Product Introduction and Marketing Mix Development	Case 6-14 L'Oreal Nederland B.V Cravens and Piercy (2009) pp. 644-652
Lecture week 6 Week beginning 11 <sup>th</sup> August	Strategic Customer Relationship Management	Cravens and Piercy(2009) Chapter 4 Best (2009) Chapter 5 (pp. 163-169)
<b>Mid Trimester Break</b>		
Lecture week 7 Week beginning 1 <sup>st</sup> September	Strategic Brand Management	Cravens and Piercy(2009) Chapter 9 Ranchhod and Gurau (2007) Chapter 5 Best (2009) Chapter 7
Tutorial week 7 Week beginning 1 <sup>st</sup> September	Case: Strategic Branding and Innovation	Case 6-17 Proctor and Gamble Cravens and Piercy (2009) pp. 671-679

<b>Week of Trimester</b>	<b>Content Description</b>	<b>Required Reading and Tutorial Cases</b>
Lecture week 8 Week beginning 8 <sup>th</sup> September	Value Chain Strategy	Cravens and Piercy(2009) Chapter 10 Best (2009) Chapter 9  Stapleton, D., Hanna, J., Yagla, S, Johnson, J. Markussen, D. (2002), “Measuring Logistics Performance Using the Strategic Profit Model,” <i>The International Journal of Logistics Management</i> , Vol. 13 (1), pp. 89-107.
Lecture week 9 Week beginning 15 <sup>th</sup> September	Pricing Strategies	Cravens and Piercy (2009) Chapter 11 Best (2009) Chapter 8
Tutorial week 9 Week beginning 15 <sup>th</sup> September	Case: Pricing and Implementation Strategy	Case 5-1 Verizon Communications Inc. Cravens and Piercy (2009) pp. 502-506
Lecture week 10 Week beginning 22 <sup>nd</sup> September	(a) Strategic Marketing Communications (b) Utilising Marketing Communications to Advance Your Career Prospects	Cravens and Piercy (2009) Chapter 12 Ranchhod and Gurau (2007) Chapter 5 Best (2009) Chapter 10
<b>26<sup>th</sup> September 2008 5pm</b>	<b>Group Assignment Due</b>	
Lecture week 11 Week beginning 29 <sup>th</sup> September	Marketing in Highly Uncertain Environments and in Technology Intensive Markets	Ranchhod and Gurau (2007) Chapter 10, pp. 346-365  Bower, Joseph and Clayton Christensen (1995), “Disruptive Technologies: Catching the Wave,” <i>HBR</i> .  John, Weiss and Dutta (1999), “Marketing in Technology Intensive Markets: Towards a Conceptual Framework,” <i>Journal of Marketing</i> , Vol. 63, pp. 78-91.

Tutorial week 11 Week beginning 29 <sup>th</sup> September	International Marketing Strategy	Case 6-20 Cola Wars in China Cravens and Piercy (2009) pp. 698-710
Lecture week 12 Week beginning 6 <sup>th</sup> October	Course review and Examination Preparation	

Students should note that the lecture and tutorial programs outlined above are a guide to the material to be covered in this course and not a definitive statement of when that material will be covered. Specific details relating to the timing will be discussed in lectures and tutorials.