

School of Marketing and International Business

MARK 311
STRATEGIC MARKETING MANAGEMENT

Trimester Two 2009

COURSE OUTLINE

Names and Contact Details

Course Coordinator: Peter Thirkell

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Teaching Fellow: Martyn Gosling

RH 1115, Email: Martyn.Gosling@vuw.ac.nz Office Hours: Thur 10:30-12:30 (from week 4)

Course Administrator: Helen Hynes

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Trimester Dates

Teaching Period: Monday 13 July to Friday 16 October 2009

End of Year Study Period: Monday 19 October to Monday 26 October 2009

Examination Period: Tuesday, 27 October to Saturday 14 November 2009 (inclusive)

Note: Students who enrol in courses with examinations should be able to attend an exam at the University at any time during the formal examination period.

Withdrawal dates: Information available via

<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds.aspx>

Class Times and Room Numbers

Lectures: RH LT1 Monday 9:30 – 11:20 AM (lectures)
 RH LT1 Thursday 9:30 – 10:20 AM (lectures/guests/workshops)

Tutorials: Start from Week 3. Sign up for Tutorials during Week 1 using S-cubed.
 Tutorials are not offered every week.

“Corporations around the world are reaching the limits of incrementalism. Squeezing another cent out of costs, getting the product to market a few weeks earlier, responding to customers' enquiries a little bit faster, ratcheting quality up one more notch, capturing another point of market share - these are the obsessions of managers today. But pursuing incremental improvement while rivals reinvent the industry is like fiddling while Rome burns.”

Gary Hamel, London School of Business

Course Content

This is a capstone course for marketing students. A strategic framework is established that places existing and potential customers at the centre of enterprise activity. Students must develop and be able to articulate their own 'mental model' of marketing as the foundation for effective marketing strategy in a fast-changing business environment. Themes include strategic thinking and strategy formulation, virtualisation, sustainability, economic reorientation, 'sensing and responding,' and developing an innovative business model orientation using an integrated and reflective approach.

Course Learning Objectives

By the end of this course students should be able to:

1. Summarise the volatile and changeable nature of the market place and organise marketing theories and knowledge accordingly.
2. Use techniques for undertaking strategic market analysis and formulating marketing strategies within an identifiable business model.
3. Utilise critical and creative thinking skills to facilitate ongoing learning that is able to adapt to the dynamic business environment.
4. Articulate their own mental model of marketing including the drivers and enablers of customer demand, the CMO role, and Shareholder Value creation.
5. Creatively apply strategic marketing thinking in a way that fosters and rewards sustainable approaches to customer need fulfilment.

Readings

The textbook for the course is *Marketing Strategies: A Contemporary Approach* (2nd Edition) by Ashok Ranchhod, Prentice-Hall: UK, 2007 (please note that this text differs from what was listed in the BCA Prospectus 2009). There are additional set readings as listed on page 4 of the course outline with full references and links on Blackboard.

The main resources for your study are the textbook, readings, Blackboard, lectures and supplementary digital materials. 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 the New Zealand if not overseas business worlds. This means you should regularly read the business pages of the Dominion Post, or another reputable daily. This reading is essential not only for MARK 311 but also if you want to have a successful business career.

For supplementary material, reading the *Economist* or *Financial Times* 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 businesses to adopt. For news from the cutting edge of academic marketing, read the *Journal of Marketing*. There is 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 and Google Scholar (www.scholar.google.com). You are also encouraged to read from the wealth of resources now appearing online. Some of these sources will be posted on the MARK 311 Blackboard site.

Other desired learning outcomes

I would like you to take several steps along the way to becoming 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. The world of business is in a state of considerable flux, and so you need to develop your own ‘mental model’ of marketing to provide a useful framework for analysis and strategic thinking while also being adaptable over time to changing market conditions. Get to know your market intimately, understand the main drivers and enablers in your chosen industry sector, and back your own judgment. You need to be an insightful and critical marketing analyst, able to “crunch numbers” and communicate clearly in discussions, writing and presentations. You should be able to set priorities, evaluate alternatives, make decisions, implement them and evaluate the results. Develop habits of thoughtfulness and reflection, and a curious approach to life and learning.

Course Delivery

The course is delivered using lecture sessions with student interaction, six tutorials, on-line discussion forums, and Blackboard posted resources. Students will also work in groups focusing on one firm or organisation in particular to analyse the strategic forces at work, and how best their firm or organisation might respond to a changing marketing landscape.

Expected Workload

In total you are expected to do about 150 hours work for MARK 311, spread over a 15 week period (the 12 teaching weeks, mid-trimester break, and study week). In reality there will be busy periods around the two assignment details, but the nature of the course requires that you work steadily from the first lecture session. Thoughtfulness and reflection are critical to gaining the most from this course. As a rough guide, the workload will be spread as follows:

1.	Lectures and tutorial hours	42
2.	Tutorial preparation	12
3.	Reading	34
4.	Assignments	30
5.	Group discussions	12
6.	Presentation	8
7.	Online discussions	12

Group Work

Group work is an important component of the course to assist your learning through shared ideas and debate. No group work however directly forms part of your overall course grade. All assessment in the course is individual assessment, and both assignments must be written entirely by you. The assignment can if you choose use information sources, graphs and charts prepared as a group, and it can reflect common ideas and conclusions if you personally agree with those ideas. However all of the text and narrative in each assignment must be written entirely by you. You cannot have group members write up different sections of the report and then combine or make modest changes to each section for your own report. To avoid problems in relation to the actual writing up of assignments, you are strongly urged not to read the actual report narrative of other group members. By all means however share and discuss ideas in preparation for and during the writing of your assignments.

MARK 311 COURSE OUTLINE (subject to minor change)

Week	Starting	Topic	Textbook	Other Reading	Tutorial Topics	Assessment	
1	13 Jul	Introducing Strategic Marketing – three mega-forces changing everything	Chapter 1	Drucker <i>Rethinking Marketing</i>			
2	20 Jul	The evolving context of marketing	29-34, 36-37, 48-52, 75-78, 351-368	Johnson, Christiansen, Kagermann <i>Reinventing Your Business Model</i> Teece <i>Dynamic Capabilities</i> 1319-1326			
3	27 Jul	Value-based marketing	328-351		1 Rethinking marketing		
4	3 Aug	Applied perspectives on strategic marketing management	Chapter 9	Teece <i>Dynamic Capabilities</i> 1326-1334	2 Building your mental model of marketing		
5	10 Aug	Strategic Communications and stakeholder perspectives	Chapter 3 skim and 150-174			Assignment 1 due August 14th	
6	17 Aug	Sustainability	Chapter 4		3 Applied strategy		
	24 Aug 31 Aug	Mid-Trimester Break					
7	7 Sep	Marketing and Design		Ravasi & Lojacono <i>Managing Design and Designers</i>	4 What makes a good marketer?		
8	14 Sep	Implementing marketing strategy	Chapter 6	Teece <i>Dynamic Capabilities</i> 1334-1341			
9	21 Sep	Developing a marketing culture	Chapter 7	Teece <i>Dynamic Capabilities</i> 1341-1350	5 Presenting on your firm/organisation	Tut presentations	
10	28 Sep	Strategic marketing thinking		McKinsey <i>A Fresh Look at Strategy</i>	6 Presenting on your firm/organisation	Tut presentations Assignment 2 due	
11	5 Oct	Preparing for a marketing career					
12	12 Oct	Final reflections on strategic marketing					
	27 Oct →	Study break and exams				Final Examination	

Links between Assessment and Graduate Attributes

	Report 1	Report 2	Presentation	Exam
Critical Thinking	✓	✓		✓
Creative Thinking		✓	✓	
Written Communication	✓	✓		✓
Verbal Communication			✓	
Global and multicultural perspective	✓			✓
Leadership	✓		✓	

Penalties

There is one three-day extension voucher below that can be applied to either report, but not both. Use it if you need to. After that, no exceptions! We will take off 10% 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.



3-day extension voucher for

MARK 311

2009

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 and sloppy thinking. Marks will be deducted accordingly, typically at the rate of 5% for each 100 words over the limit. Excessively long meandering assignments with poor structure will be failed.

Presentations

The single most commonly sought-after skill by employers these days is being able to communicate effectively. Even early in your career you will be asked to do presentations on various aspects of your responsibility area. Hence the five minute presentation is not just an 'academic exercise.' Even seasoned managers are asked to provide a high level overview of some strategic issue in less than ten minutes. Remember that your presentation does not have to provide a full rationale and detailed supporting analysis – that is the purpose of the written report. Fuller guidance on making effective presentations will be provided

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.

Written Expression

If you have difficulties 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 are not penalised, frequent mistakes or major problems in written expression will result in the loss of up to 25% of the available marks. 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 that will give for a re-submitted assignment is a B- grade.

Tutorial sign-up

You must select a tutorial using the s-cubed online system. Please note that your choice of tutorial also determines which company or organisation will form the focus of your two written assignments for MARK 311. The name of the firm or organisation associated with each tut will be listed on s-cubed, which opens on Wednesday July 15th at 12:20pm.

Blackboard

Use the MARK 311 Blackboard site for all questions about administration and course content, and to access supplementary resources and assignment feedback. Check in regularly as announcements and notices to the class will be posted here.

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 compares submitted work with a very large database of existing material. 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.

For the following important information follow the links provided:

Academic Integrity and Plagiarism

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

General University Policies and Statutes

<http://www.victoria.ac.nz/home/about/policy/academic.aspx>

Faculty of Commerce and Administration Offices

<http://www.victoria.ac.nz/fca/studenthelp/Contactus.aspx>

Manaaki Pihipihinga Programme

http://www.victoria.ac.nz/st_services/mentoring/