

School of Marketing and International Business

MARK 311
STRATEGIC MARKETING MANAGEMENT

Trimester Two 2010

COURSE OUTLINE

Names and Contact Details

Course Coordinator: Peter Thirkell

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Guest Lecturer: Martyn Gosling

RH 1115, Email: Martyn.Gosling@vuw.ac.nz, (weeks 2-5)

Course Administrator: Helen Hynes

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Trimester Dates

Teaching Period: Monday 12 July to Friday 15 October 2010

End of Year Study Period: Monday 18 October to Monday 25 October 2010

Examination Period: Tuesday, 26 October to Saturday 13 November 2010 (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:

Your fees will be refunded if you withdraw from this course on or before **23 July 2010**

The last date for withdrawal from this course is the three-quarter point of the teaching period, i.e. **Friday 24 September**. After that date, permission to withdraw requires the permission of the Associate Dean (Students) as set out in section 8 of the Personal Courses of Study Statute <http://policy.vuw.ac.nz/Amphora!~policy.vuw.ac.nz~POLICY~00000001743.pdf>

To apply for permission, fill in the Late Withdrawal form available from either of our Student Customer Service Desks.

Class Times and Room Numbers

Lectures:	RH LT1 Monday	1:40 – 3:30 PM	(lectures/guests/workshops)
	RH LT1 Friday	1:40 – 2:30 PM	(lectures/guests/workshops)

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

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, '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 with 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, formulating 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 *Strategic Marketing: Decision Making & Planning* (3rd Edition) by Peter Reid, Cengage Learning: Australia, 2010. There are additional readings and supporting materials as listed in the course outline – with full references and links on Blackboard.

The main resources for your study are the textbook, set 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 available 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, seven 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 230 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 deadlines, 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	43
2.	Tutorial preparation	21
3.	Reading	36
4.	Assignments	80
5.	Group discussions	24
6.	Presentation	10
7.	Online discussions	16

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	Notes
1	12 Jul	Strategic marketing: building a mental model <ul style="list-style-type: none"> • Strategic versus tactical • The marketing concept • Market orientation – ‘to create a customer’ • Marketing as a matching process 	ch 1 ch 2			
WHERE ARE WE NOW? Situation Analysis & Environmental Scanning						
2	19 Jul	Demand diamond (remote forces) <ul style="list-style-type: none"> • Ability to buy (economic conditions/...) • Societal imperatives (sustainability/regulation) • Generalised buyer characteristics • Generalised technology characteristics 	ch 3 54-57, 66-70 ch 9 235-237 ch 10 261-268 ch 13 331-343	Teece <i>Dynamic Capabilities</i> 1319-1326		
3	26 Jul	Business definition and scope (near forces) <ul style="list-style-type: none"> • Boundaries, structure and attractiveness • Primary and secondary demand • Market segmentation and the value equation • Key players (& interesting peripheral players) 	ch 3 57-66 ch 5 146-150 ch 6 187,188	Johnson, Christiansen, Kagermann <i>Reinventing Your Business Model</i>	Progressing your firm analysis	
4	2 Aug	Where is the near market heading <ul style="list-style-type: none"> • Competitors, bus models & societal imperatives • Market/technology/design possibilities • Critical success factors • Scenario analysis – a range of futures 	ch 3 70-81 ch 8 211-216		Building your mental model of marketing	
5	9 Aug	Who we are – defining capabilities & position <ul style="list-style-type: none"> • Relative to macro trends and market trends • Relative to competitors: targeting & positioning • Marketing capabilities & mktng mix diagnosis • Overall assessment: problems and opportunities 	ch 3 81-95 ch 11 299-301		Progressing your firm analysis	
6	16 Aug	Sustainability as a fundamental force for change <ul style="list-style-type: none"> • Hot, Flat and crowded – sensing an opportunity • Business logic of sustainability • Take nothing and do no harm • Retail goes green 		Nature and the Industrial Enterprise, <i>Mid-Course Correction – An Interview with Ray C. Anderson</i>		Assignment 1 due 5pm August 17th

	23 Aug	Mid-Trimester Break				
	30 Aug					
WHERE DO WE WANT TO GET TO? Defining an aspirational position for 3-5 years out						
7	6 Sep	Where do we want to be in the relevant market? <ul style="list-style-type: none"> • Strategic segmentation, targeting and positioning • Core brand values and vivid description • Capability assessment and the GAP analysis • Defining key strategic marketing objectives 	ch 4 100-108, 112-113, 117-140 ch 5 142-145, 150-155	<i>Teece Dynamic Capabilities</i> 1326-1334	Progressing your firm strategy	Guest speaker
HOW ARE WE GOING TO GET THERE? Identifying the main things to be done						
8	13 Sep	Specifying the high-level strategic mix <ul style="list-style-type: none"> • Core marketing strategy (existing-emerging) • NPD & design: keeping products/services refreshed • Pricing as a key value component • Channel management 	ch 5 155-161 ch 6 164-182 ch 7 191-201 ch 8 217-224, 228		Progressing your firm strategy	
9	20 Sep	Customer engagement and touch-points Managing customer touch-points prior to purchase Customer srvc, engagement & ongoing relationships Managing brand comms in transforming marketplace Leveraging real-time behavioural and contextual data	ch 6 176-178 ch 9 234, 237-258 ch 10 271-273 ch 12 319		Presenting on your firm	Guest Speaker Tut presentations
10	27 Sep	The CMO's role in building marketing capability <ul style="list-style-type: none"> • Building a unified approach around customer focus • Organising market dev: NPD, design & creativity • Reviewing your mental model of marketing • Personal considerations and core values 	ch 10 268-270 ch 12 313-318, 324-326 ch 13 343-345	<i>Drucker Rethinking Marketing</i>	Presenting on your firm	Tut presentations Assignment 2 due noon Oct 1st
11	4 Oct	Marketing and Design – emerging frontier <ul style="list-style-type: none"> • Design is a behaviour not a department • Design thinking • Marketing – design – innovation: the triple crown • Extreme affordability – back to sustainability 		<i>Ravasi & Lojaco Managing Design and Designers</i>		Guest speaker
12	11 Oct	Final reflections on strategic marketing				
	18 Oct →	Study break and exams				Final Examination

Assessment Requirements

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.

The central assessment approach is for you to work in a group of two or three other students and apply the concepts, perspectives and ideas covered in the course to a particular firm and its associated industry.

Some additional readings and material will be published on BlackBoard, including tutorial exercises, additional suggested readings, web resources, examples, and feedback.

Assignment 1 Written Report, (25%), due 5pm Tuesday, 17 August 2010
Word length 2000 words plus tables/charts/attachments
Learning Objectives: 1 and 3

Assignment 2 Written Report, (30%), due Noon Friday, 1 October 2010
Word length 4000 words plus tables/charts/attachments
Learning Objectives: 2, 4 and 5

Submitting Assignment 1 and Assignment 2 (see separate handout for assignment brief)

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

Presentation Tut Presentation, (10%) During fortnight starting 20 September 2010
Learning Objective: 4
A 5 minute (maximum) presentation during your tutorial session.

Examination Two hour, (35%) During period 26 Oct to 13 Nov 2010
Learning Objectives: 1 - 5

Note: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

Mandatory Course Requirements

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

1. Attend 5 out of 7 of your registered tutorials, including both of the presentation days held in weeks 9 and 10;
2. Submit both pieces of written work, as outlined in the assessment section;
3. Complete and deliver the presentation;
4. Obtain a minimum of 40% in the 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
2010

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.

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 14th at 12:30pm.

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>

AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support

http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx

Faculty of Commerce and Administration Offices

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

Manaaki Pihipihinga Programme

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