
School of Marketing and International Business

MARK 303
STRATEGIC MARKETING MANAGEMENT

Trimester Two 2012

COURSE OUTLINE

Names and Contact Details

Course Coordinator: Peter Thirkell Office hours: Tuesdays 11:30–12:30
RH 1105, Ph 4635086 Email: Peter.Thirkell@vuw.ac.nz

Course Administrator: Helen Hynes
RH 1130, Ph 463 5529 Email: Helen.Hynes@vuw.ac.nz

Trimester Dates

Teaching Period: Monday 16 July – Friday 19 October
Study Period: Monday 22 October – Thursday 25 October
(Monday 22 October is a public holiday, Labour Day)
Examination Period: Friday 26 October – Saturday 17 November (inclusive)

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

Withdrawal from Course

1. Your fees will be refunded if you withdraw from the course on or before 27 July 2012.
2. The standard last date for withdrawal from this course is Friday 28 September. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an '*Application for Associate Dean's Permission to Withdraw Late*' including supporting documentation. The application form is available from either of the Faculty's Student Customer Service Desks.

Class Times and Room Numbers

Lectures: RH LT1 Tuesday 10:30 – 11:20 am (lectures/guests/workshops)
RH LT1 Friday 10:30 – 11:20 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.

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, sustainability, 'sensing and responding,' and developing an innovative approach to business using an integrated and reflective approach.

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 references and links on Blackboard.

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 main resources for your study are the textbook, set readings, Blackboard, lectures and supplementary 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 303 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 resources will be posted on the MARK 303 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 online lecture materials, scheduled lecture sessions with student interaction, tutorials, assigned readings, and Blackboard resources. Students will also work in groups focusing on a particular firm to analyse the strategic forces at work, and how best the firm might respond to a changing marketing landscape.

Expected Workload

In total you are expected to do about 150 hours work for MARK 303, 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. In particular you should keep up-to-date with viewing online lecture materials prior to the relevant in-class lectures week by week. Thoughtfulness and reflection are critical to gaining the most from this course. As a rough guide, the workload will be spread as follows:

1.	Online lectures and review	12
2.	Scheduled lectures and tuts	30
3.	Tutorial preparation	14
4.	Reading	36
5.	Assignment (in two parts)	50
6.	Presentation	8

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. This is an important part of the learning process for a course of this nature.

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 [Canon \(Cameras\) New Zealand Ltd](#) – 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 noon Wednesday, 22 August 2012
Word length 2500 words plus appendices
Learning Objectives: 1 and 3

Assignment 2 Written Report, (30%), due noon Thursday, 4th October 2012
Word length 3500 words plus appendices
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 303 on the Mezzanine Floor of Rutherford House by the set time on the due date.

Presentation Tutorial Presentation, (10%) During fortnight starting 24 September 2012
Learning Objective: 4
A 5 minute (maximum) presentation during your tutorial session.

Examination Two hour, (35%) During period 26 Oct to 17 Nov 2012
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 at least 5 of your registered tutorials, including both of the presentation days held in tutorials 6 and 7 (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.

MARK 303 COURSE OUTLINE (subject to minor change)

Week	Starting	Topic	Video lectures	Textbook	Other Reading	Tut Topics	Notes	
1	16 Jul	What is strategic marketing <ul style="list-style-type: none"> • Strategic versus tactical • Time as a critical concept • Levels of analysis (corporate versus operational) • Examples to consider 	Video 1.1.1-1.1.5	ch 1 ch 2 31-44				
2	23 Jul	Building a mental model of marketing <ul style="list-style-type: none"> • The marketing concept (customer focus ...) • Market orientation – ‘to create a customer’ • Marketing as a matching process • An overview of what we want to achieve 	Video 1.2.1-1.2.4	ch 2 45-51 ch 9 235-237 ch 13 331-343	Organics market in Germany. George Day <i>Marketing Capabilities</i> (37-45, 49-50).			
WHERE ARE WE NOW? Situation Analysis & Environmental Scanning								
3	30 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 	Video 2.1.1-2.1.5	ch 3 54-57, 66-70 ch 10 261-268 ch 13 331-343	Friedman <i>Hot Flat Crowded</i>	Tut 1: Progressing your project		
4	6 Aug	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 (and interesting peripheral players) 	Video 2.2.1-2.2.7	ch 3 57-66 ch 5 146-150 ch 6 187,188		Tut 2: Building your mental model of marketing	(Note: no lecture on Aug 7th)	
5	13 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 	Video 2.3.1-2.3.4	ch 3 70-81 ch 8 211-216	Euromonitor <i>Cameras</i> Schoemaker <i>Scenarios</i> (25-30)	Tut 3: Progressing your Canon analysis		
6	20 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 	Video 2.4.1-2.4.4	ch 3 81-95 ch 11 299-301			Assignment 1 due noon August 22nd (Note: no lecture on Aug 24th)	
	27 Aug	Mid-Trimester Break						

Week	Starting	Topic	Video lectures	Textbook	Other Reading	Tut Topics	Notes
WHERE DO WE WANT TO GET TO? Defining an aspirational position for 3-5 years out							
7	10 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 	Video 3.1.1-3.1.5	ch 4 100-108, 112-113, 117-140 ch 5 142-145, 150-155		Tut 4: Progressing your Canon analysis	Guest speaker
HOW ARE WE GOING TO GET THERE? Identifying the main things to be done							
8	17 Sep	Specifying the high-level strategic mix <ul style="list-style-type: none"> • Core marketing strategy (existing-emerging) • NPSD & design: keeping our offerings refreshed • Pricing as a key value component • Channel management 	Video 4.1.1-4.1.5	ch 5 155-161 ch 6 164-182 ch 7 191-201 ch 8 217-224, 228	NPD templates Tim Brown <i>Design Thinking</i>	Tut 5: Progressing your Canon analysis	
9	24 Sep	Customer engagement and touch-points Managing customer touch-points Customer service, engagement and relationships Brand comm's in a transforming marketplace Leveraging real-time behavioural/contextual data	Video 4.2.1-4.2.4	ch 6 176-178 ch 9 234, 237-258 ch 10 271-273 ch 12 319		Tut 6: Presenting on your firm (mandatory)	Guest Speaker Tut presentations
10	1 Oct	CMO role in building marketing capability <ul style="list-style-type: none"> • Building a unified approach around customers • Organising market dev: NPSD, and design • Reviewing your mental model of marketing • Personal considerations and core values 	Video 4.3.1-4.3.4	ch 10 268-270 ch 12 313-318, 324-326 ch 13 343-345	Sculley <i>What makes a good marketer?</i> Wind <i>Rethinking Marketing</i>	Tut 7: Presenting on your firm (mandatory)	Tut presentations Assignment 2 due noon Oct 4th
11	8 Oct	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>		Guest speaker
12	15 Oct	Final reflections on strategic marketing					(Note: no lecture on Oct 19th)
	22 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

In fairness to your fellow students who also lead busy lives, a penalty will be imposed of 10% for each day an assignment 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. Reasonable requests will be considered, but simply “being busy” or “having other assignments due” is not an acceptable excuse. You know what has to be done already, so if you foresee a problem early on then let us know within the first week or two of the course.

Word Count

Concise effective writing is a key academic and business skill. If you go over the word limit by more than 10% then 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 110% 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.

Blackboard

Use the MARK 303 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.

Class Representative

A class representative will be elected in the first class, and that person's name and contact details made available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

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. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. 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

Find key dates, explanations of grades and other useful information at www.victoria.ac.nz/home/study

Find out about academic progress and restricted enrolment at

<http://www.victoria.ac.nz/home/study/academic-progress.aspx>

The University's statutes and policies are available at www.victoria.ac.nz/home/about/policy, except qualification statutes, which are available via the Calendar webpage at

<http://www.victoria.ac.nz/home/study/calendar.aspx> (See Section C).

Further information about the University's academic processes can be found on the website of the Assistant Vice-Chancellor (Academic) at

www.victoria.ac.nz/home/about_victoria/avcacademic/default.aspx

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 Office

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

Te Putahi Atawhai

Maori and Pacific Mentoring Programme

<http://www.victoria.ac.nz/tpa/>