

School of Marketing and International Business

## MARK 303 STRATEGIC MARKETING MANAGEMENT

Trimester 3, 2015

### COURSE OUTLINE

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#### Names and Contact Details

Course Coordinator/Lecturer	Dr Michal Strahilevitz
Office:	RH 1101, Rutherford House
Phone:	04 463-6915
Email:	<a href="mailto:michal.strahilevitz@vuw.ac.nz">michal.strahilevitz@vuw.ac.nz</a>
Office Hours:	Fridays, 12.45 pm to 1.45 pm
Course Administrator:	Katrina Walsh
Office:	RH 1121, Rutherford House
Phone:	04 463-5723
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Office Hours:	Monday to Friday 9.00 am to 4.00 pm

#### **A few words on office hours & communication methods**

I want very much to be available for those students who would like to discuss any aspect of the material covered in this course with me. Since many of you are working and only have this course before graduating, my primary “live” office hours will be on the same day as class (Fridays) from 12:45 to 1:45 PM.

That said, while in-person meetings are sometimes necessary, I am a huge fan of the phone and email as a way to make it easier for us to connect. If your question is urgent, or there is an issue relevant to your entire team but not everyone in your team can meet with me at the same time as my office hours, email is a great option. So, feel free to email me with your questions, but put “MARK303” in the subject line, so that I know that it is course related. You can add anything else to the subject line that you think is relevant. IMPORTANT: If your email inquiry is relevant to your group project, please make sure to “cc” your entire team. That way I can send one response to everyone in your group. If I cannot answer your question via email, we can also use email to make an appointment to talk on the phone. Generally, I check email daily, and I try to answer email as soon as I receive it. However, if you feel your inquiry is particularly urgent, feel free to also write “urgent” in the subject line. If you prefer to chat by phone, simply email me your telephone # and good times to reach you by phone, or request a phone appointment, and I can give you some options.

Please be aware that I may sometimes send email to individual students, project teams, or the entire class, usually via Blackboard. Sometimes that email will include important announcements or even instructions for an assignment that was mentioned in class. So that you don’t miss anything important, if your email address changes, you need to let your teammates and me know

immediately! Also make sure not to get to the point that your mailbox is so full that messages bounce, as this could cause you to miss important announcements.

### **Trimester Dates**

Teaching Period: Friday 20 November – Friday 12 February  
Study Period: Saturday 13 February – Sunday 14 February  
Examination Period: Monday 15 February – Saturday 20 February (inclusive)

### **Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before 27 November 2015.
2. The standard last date for withdrawal from this course is 26 January 2016.

After the last date stated in #2, 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**

MARK 303 lectures will be conducted in one session each week:

*When?*

Fridays, November 20- January 22	10.30am -12.20pm
Fridays, January 29 to February 12	9:40am -12:20pm

*Where?*

Location: Government Buildings, GBLT1

### **Teaching Format**

There is one class meeting with your professor per week and 5 tutorial sessions, as noted in the schedule. Instead of 8 tutorials, as has been the norm for this course, we will be having 5 tutorials and are having an additional hour at the front end of each of the three final lectures. Few people like to have to come to class an hour earlier than normal, but this will give you each more time for your final presentations, so it is a good thing.

Lectures and tutorials will include discussions, in-class exercises that may or may not appear on the syllabus, one or two guest speakers and group activities. Students should plan to attend all sessions, as there will be materials covered during the lectures that are not in the book, but will appear on the final exam. Ideally, you will come to class having read the assigned readings and completed the required assignments, but if you have not gotten to your homework or readings, please attend class anyway. Students should also be prepared to participate in the class discussions and activities.

Class participation in this course is not about regurgitating prior lectures or materials you have read. Participation in this capstone course is mainly about applying what you have learned to the topic of the day. You will often be asked your opinion. Please do not be afraid to be wrong. Of course, we all prefer to be right, but marketers should have opinions and should not be afraid to share them with others. While class participation will not formally affect your grade in this course, it will affect if I remember you and feel comfortable strongly recommending you for a job or writing a reference

letter for you. Smart companies want to hire marketing people who are curious, articulate, informed, persuasive and engaged marketers! So in this course, participating will be key to preparing you for a fabulous marketing career where you can truly make an impact. If you are shy, this capstone course will be a great course for working on that. Again, this is not about your grade, it is about preparing you for a fabulous future in the field of marketing.

**Tutorials:**

Times and places for the tutorials will be announced during the first lecture. After you have found a project team, you will have the opportunity to register for a tutorial. Ideally, your whole group will attend the same tutorial. Your team will be asked to choose 4 possible tutorial times (in order of preference) and email these choices to the course administrator ([Katrina.walsh@vuw.ac.nz](mailto:Katrina.walsh@vuw.ac.nz)) using the signup sheet provided on Blackboard. The administrator will allocate each group to a tutorial and post the final list on Blackboard. Contact the administrator with any queries about tutorials or forming groups.

If you are unable to attend any class meeting, be it a tutorial or Friday morning lecture, please make arrangements with another student in the class ASAP to review their notes. You will be responsible for turning in assignments that were announced or collected on the days you missed class. If you are late, you will lose points for the delay whether you were in class or not when it was announced or collected. Exceptions will be made only for documented and verified medical situations or family emergencies. In these situations, you will need to provide documentation/proof to the instructor.

**Expected Workload**

MARK 303 is a 15-point course. In keeping with this, students should plan to allocate roughly 10 hours of study per week, over the 15-week trimester for MARK 303. This time includes time preparing for and attending lectures and tutorials, preparing for the assignments, working on your team project and studying for the final examination.

**Prescription**

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

**Course Learning Objectives**

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
3.	Use financial problem-solving techniques to inform marketing opportunity analysis
4.	Articulate their own mental model of marketing including the drivers and enablers of customer demand, the CMO role, and stakeholder perspectives
5.	Creatively apply strategic marketing thinking in a way that fosters and rewards sustainable approaches to customer need fulfilment

## Course Content

This is a capstone course, which means you are expected to draw from all the disciplines and expertise you have gained as part of your degree. During this process we will establish a marketing strategy with a central focus on existing and potential customers. You will receive guidance on how to think strategically, gain consumer insights to inform your strategic decision making and monitor and respond to environmental forces. You will learn how to formulate strategy over a longer term of three to five years in a rapidly changing business environment.

<b>Course Schedule</b>				
<b>Week</b>	<b>Lecture date</b>	<b>Lecture topic</b>	<b>Required readings Text/Chapter</b>	<b>Tutorial (Key Activity)</b>
1	20 Nov	<b>Course Introduction</b> What should you expect this term? What is this course about? Time will be set aside for finding a team for your group project.	None	No tutorial
2	27 Nov	<b>Setting the Stage for Marketing Strategy: A Focus on Mission Statements.</b> If you do not have a team by the start of this class, you will be assigned one. If you have not attended either of the first two class meetings, you may end up doing your team project alone.	Chapters 1 & 2	No tutorial  First Individual Assignment: Personal ID card due at the beginning of this week's lecture. (10.30am Friday 27 November)
3	4 Dec	<b>Strategic analysis, collecting and analyzing relevant insights</b>	Chapter 3	<b>Tutorial 1:</b> Highly recommended attendance, especially if your entire team is from your tutorial. Regardless, the material covered by your tutor will be very helpful for completing your first team task (see last page of syllabus for details). This task is important because it will help determine who your team project client will be for the rest of the semester.
<p><b>NOTE: The first team task is due via Blackboard by 5:00 PM on Monday, December 7<sup>th</sup>.</b> One submission per team, and please cc each member of the team when it is submitted. As a backup, each team should also email one copy to your instructor at <a href="mailto:Michal.Strahilevitz@vuc.ac.nz">Michal.Strahilevitz@vuc.ac.nz</a>, with a cc to each member of the team. Please put "First Team Assignment" in the subject line. Please make sure to turn this in on time. <u>A hard copy should be brought to class on Friday, December 11<sup>th</sup></u>, but the electronic submission due date remains December 7 at 5:00 PM.</p>				
4	11 Dec	<b>Marketing goals and objectives</b>	Chapter 4	No tutorial
5	18 Dec	<b>Segmentation, target marketing, consumer behaviour and consumer insights</b>	Chapter 5	<b>Tutorial 2: TBA</b>
<i>Christmas &amp; New Year Break, 22 December – 4 January --ENJOY!</i>				

<b>6</b>	8 Jan	<b>Product, Pricing and Integrated Marketing Communications</b>	Chapter 6	No tutorial
<b>7</b>	15 Jan	<b>Branding, Brand Personality, Differentiation, Emotions.</b>  <b>Guest speaker: Tom Reidy: Topic: Social Media as a Branding Tool</b>	Chapter 7	No tutorial
<b>8</b>	22 Jan	<b>Socially Responsible Marketing: Doing Well By Doing Good.</b>  Tips for how to prepare for your final presentation and final exam.	Chapters 8, 9 & 10	No tutorial
<p><b>Final three lectures: The class will be meeting from 9:40AM to 12:20 PM during the final three weeks of class.</b> During these three weeks your team will be asked to present, and you will also be asked to individually critique other final presentation(s) on the two days you are not presenting. The critiques may be considered an individual assignment, and some questions about the team projects may even appear on the final exam. This means that attending all three days of final presentations will be critical to doing well in this course.</p>				
<b>9</b>	29 Jan	<b>Final Presentations Today</b> Everyone must attend. Those not presenting will be critiquing at least one of the teams that is presenting. If you are presenting, you need to prepare for Q&A.		<b>Tutorial 3: TBA.</b>
<b>10</b>	5 Feb	<b>Final Presentations Today</b> Everyone must attend. Those not presenting will be critiquing at least one of the teams that is presenting. If you are presenting, you need to prepare for Q&A.		<b>Tutorial 4: TBA</b>
<b>11</b>	12 Feb	<b>Final Presentations Today</b> Everyone must attend. Those not presenting will be critiquing at least one of the teams that is presenting. If you are presenting, you need to prepare for Q&A.		<b>Tutorial 5: TBA</b>
<b>Final Examination: 15 – 20 February (TBA)</b>				

**Important Note:** There may be a need to revise some of these dates, add guest speakers, add timely topics, alter content, etc. This applies to both lectures and tutorials. Whenever possible, changes will be announced in class and via email.

## **Readings**

The textbook for this course is noted below, and may be purchased from Vic Books:

<b>Title</b>	Marketing Strategy, Text and Cases, 6th Edition
<b>Author</b>	O.C. Ferrell and Michael Hartline
<b>Publishers</b>	Cengage Learning: Australia, 2014

For the sake of saving both money and trees, I recommend you purchase the e-book version of this textbook. The e-book is less than half the price of the hard copy, and you won't have to lug a heavy book around with you. Of course, if you prefer hard copies, that will work just as well!

Additional short readings and online educational materials may be used to supplement the text. When appropriate, these will be posted on Blackboard or sent out via email.

## **Going Beyond Required Readings**

Successful marketers tend to be both curious and informed. Therefore, to be a good marketer, you will always want to know what is going on in the world. You are encouraged to keep up with both local and global news, particularly news that relates to marketing. You don't have to memorize obscure details, but it will be useful to your career to be able to articulate both what is going on and what you think of it. Going beyond assigned readings and assignments is not required for this course, but doing so will be helpful to maximizing your career success.

## **Assessment**

The Assessment Handbook will apply to all VUW courses: see <http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

The final grade will be determined 70% on internal assessment and 30% on the final examination. The components of assessment are listed below. Further details on the assignments will be handed out to the class and posted on the Blackboard site.

### **1. Individual Assignment(s):**

#### **Worth 30%**

Learning Objectives: 1, 2, 3, 4, 5

Due Dates TBD: This will consist of between 2 to 6 assignments in total. This will include a mix of in-class and take home assignments. You will want to be in class to complete and receive credit for in-class assignments. Yes, these "pop" assignments are an incentive to come to class. You should also come to class to receive tips for and advice for the take home assignments.

### **2. Individual Contribution to Team Project:**

#### **Worth 25%**

Learning Objectives: 2, 3, 4, 5

You will be assessed based on (1) your portion of the final presentation, (2) the written summary given by each team of who contributed what to the final project, and (3) final peer evaluations. Peer evaluation scores will be based on the average peer evaluation score from teammates. Specifically, peer evaluations can affect this portion of your grade by up to 30% in either direction, but they are only likely to have a substantial effect on your grade if multiple people in your team agree that you have done more or less than your share of the teamwork. Please note that each person in the team will be required to complete both a mid term peer evaluation and a final peer evaluation, but only what is said by your team mates in their final peer evaluations can affect your grade. The midterm peer evaluation is my way of

getting a sense how the team is progressing, as well as an opportunity for me to touch base with those that may need a nudge to do more.

Don't worry, peer evaluations will be confidential, so that no one in the team will be told who gave them what score. Also, final peer evaluation scores will only affect your grade if more than one person in your team agrees you did more or less than your share. To receive a reduction of 30% of this portion of your grade, your entire team would have to indicate that you contributed absolutely nothing to the team project all term.

### **3. Team Project Presentation: Worth 15%**

Learning Objectives: 1, 2, 3, 4, 5

This is the grade given to the team as a whole, so everyone in the team will get the same grade on this. Team presentations will be scheduled during the last 3 weeks of class.

### **4. Final Exam: Worth 30%**

Learning Objectives 1, 2, 3, 4, 5

**Why it is critical to attend the last three weeks of class:** During the final weeks of this course, you will be asked to critique the presented projects of at least two other teams. You will not know which teams you will be assigned to critique until the day of their presentations, but you will not critique teams that are presenting on the same day as you are.

All this means that you must attend all three of the final classes to do well in this course. This is because you must participate in your own team presentation in some way to pass the course, and you need to attend the presentations of the teams presenting on the other days in order to do the required critiques.

### **A few words about group work:**

#### **Critical to Your Career**

In a recent large-scale survey of NZ employers conducted by Victoria University, it was found that interpersonal skills and the ability to work well in teams are considered critical for hiring and promotion. Beyond being important for your careers, the ability to work well in teams will be an essential part of this course.

#### **Logistics and Conflict Resolution**

You will be able to choose your own teammates during the first tutorial. Your team must be from your tutorial group, so that you can easily find time to meet with them. Teams will consist of 5 or 6 students. I will allow teams of 4 only in special cases where either someone has had to drop out or there are not enough people in your tutorial to get you into a team of 5 or 6 students. If you are unable to find a team yourself, one will be assigned to you by your tutor during the first tutorial. If you miss your first tutorial, you will need to contact your tutor to find a team immediately.

Regardless of how you find your team, conflicts and/or frustrations can happen. If you have a problem with a group member that is affecting team productivity, and solving it within the group does not seem possible, please let your professor and tutor know as soon as possible. Waiting until the day final peer evaluations are due to express frustrations that have built up over time is not the best way to deal with this type of situation. Conflicts will be much easier to resolve early in the semester. Furthermore, if someone is not pulling their weight, it is best to warn that person at the outset. This way they have an opportunity to repair the situation. Early warnings will not affect final grades in any way, as long as the problem is corrected.

## **Final Presentations**

Team projects (and thus the team portion of your grade) will be assessed based on the team's final presentation. The heavy emphasis on your final presentation is there for two reasons. First, many marketing strategy related decisions are made based on an in-person presentation (pitch), rather than on a written plan. Furthermore, while the tutors and I will be the only ones reading all your individual assignments, everyone in the class will see each of the final presentations, and I want you to be rewarded for making the class time spent on presentations interesting for all of us. It is essential that each student in your group participate in the final presentation.

As part of your team project, your entire team identify and justify a primary target market based, and develop a strategic plan that applies the material covered in this course to accomplish the marketing goals and objectives you have identified as most critical for your client. For everyone in the team to get the same grade, everyone in the team needs to make sure they make a fair contribution to the group effort. All sources used will need to be cited properly, and a list of detailed references and what facts you presented came from what source will be turned in electronically before class, with sources being noted during the presentations as well.

Individually, each of you will also be assigned to write a critique of some of the other teams' group projects. This will be similar to the type of work you would do if you were to end up on the client side of a client-marketing consultant relationship.

Individual grades for your contribution to the team project will also be influenced by the instructor's assessment of your contribution as well as your team members' assessment of your relative contribution to the group project. This will be assessed by peer evaluations that all of you will complete at the end of the term. I will score each piece of the presentation individually. Finally, and perhaps most critically, I will ask each group to turn in a summary that details which group members made which contributions to the final presentation. This is one document that each team will agree on and turn in as a group. All of these checks are designed to eliminate free riders, reward those who put in extra effort, and make sure that those who contribute little or nothing to their group project have a grade that reflects this lack of contribution. Similarly, I want to make sure those that contribute more than their fair share have a grade that reflects this extra work.

Please note that midterm peer evaluations are required, but will not affect anyone's grades. These will be used so that I can warn students if their team is feeling they are doing less than their share. Only final peer evaluations can have an impact on a student's final grade.

### **Things you should NOT do in this class**

It is fine to talk to each other during break out discussions (of course), but other than that, if you want to say something, raise your hand. If you talk to someone during class in a way that I consider disruptive to class, and it happens more than once, you will not be allowed to sit together again.

Talking while I am teaching is annoying to me and potentially to your classmates. Talking during a guest speaker or student presentation is far worse. If you talk in a way that is disruptive while a guest speaker or fellow student is presenting, you may be asked to leave the room.

Email and surfing the Internet can be fun, informative and even addictive. However, during class, computers should not be used for things unrelated to class.

Unless you have an emergency, you should not look at or use your cell phone during class. You can use it before class. You can use it after class. You can use it during a break. However, do not use your phone during class for anything unless there is an emergency and you need to dial for help.

Have a hard time ignoring texts, emails and calls? It will be a lot easier if you just turn off your phone at the start of class.

### **More Information on Group Projects**

Each of you will be part of a team of students for your group projects. Each team will consist of 5 or 6 students who are in the same tutorial group. Together with the other members of your group, you will submit 5 potential clients from 5 different product categories for me to choose from. As long as you have followed the instructions, I will work hard to make sure one of the clients you chose is your client for the term. After that, your team will be responsible for a final group presentation.

The team grade will be based mainly on the content, professionalism, depth, insightfulness and persuasiveness of your presentation. You will also be expected to demonstrate the application of the course learning objectives. I will give you detailed instructions and presentation pointers before your final presentations.

If all this sounds a bit overwhelming, you can take comfort in knowing that the lectures, readings and assignments in this class were designed to make you a far more effective marketing practitioner. The course was developed not only based on my own experience in the field, but also based on countless conversations and interviews I have had with marketing practitioners. Basically, you will be learning things they wish they had covered in their courses when they were students.

### **Handing in Assignments**

All assignments that are not done in-class must be typed, professionally written, and carefully copy edited. Any errors that a spell check would have caught will result in a substantial loss of points. Always include your first and last name on individual assignments, and the name of each person in your team and your team's client, on team assignments. Assignments must be submitted in a Microsoft Word (.doc) format electronically to Turnitin on Blackboard at least 10 minutes before the due date/time. In addition, depending on the instructions on the assignment, hard copies must be delivered either at the start of class or to the MARK 303 Assignment Box at the School Office.

Any work received after the day and time it is due will be deemed late and will incur penalties (see below). Late assignments must be date stamped and signed in by a staff member at the reception desk on Level 11, Rutherford House. Do NOT slide them under doors or put them into the box after the due date. If you are not able to turn in a hard copy yourself, please try to get someone else to do so for you.

### **Penalties**

The following penalties will be imposed for delays:

Late Penalty: Assignments received after the date and time of the deadline will have 10% deducted from the total 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 loses 20% (i.e. a 78% becomes 58%), etc. Missing class is not an excuse for missing an assignment that is either announced that day or due that day, so keeping up will be critical whether you are in class or not.

These deadline penalties also apply to electronic submissions. In addition, electronic files that cannot be accessed either because they are not in a Microsoft Word (.doc) format, or because of some other issue, will be deemed late and will incur similar penalties until a readable file is submitted.

### **Extensions**

Extensions will be granted only in exceptional circumstances (e.g. illness with supporting medical documents from a physician stating the nature and length of impairment). For extensions, you need to speak to your MARK 303 instructor.

### **Academic Integrity: All Work Must Be Your Own**

Students must be honest in their academic work. All assignments must represent original work developed by the student(s) for this class. There are no extenuating circumstances that justify cheating. You are far better off being late on an assignment, or even not turning it in at all, than cheating to get it in on time. This is because plagiarism and other forms of cheating are unacceptable. Any form of cheating could result in an automatic failure in this course.

Sources of information referenced must receive appropriate credit, using standard citation format. This includes both direct quotations and paraphrased material. Word-for-word quotations should be enclosed within quotation marks. However if you paraphrased another source (using your own words), you still need to cite that source.

### **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 submitted to Turnitin. A copy of submitted materials will be retained 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.

### **Examinations**

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period. The final examination for this course will be scheduled at some time during the following period:

15-20 February 2016

### **Mandatory Course Requirements**

In addition to achieving an overall pass mark of at least 50%, you must:

- Obtain an average score of at least 40% on the individual assignments.
- Score at least 40% on the final examination.
- Contribute to your team's final presentation in a way that can be demonstrated. Actively participating in the final presentation is sufficient. However, if you are not able to participate in your own team's presentation for any reason, you will need to have all of the following: (1) A documented reason for missing class on the day of your final presentation (for example, you were hospitalized on that day). (2) Approval from the course instructor. (3) Evidence that you contributed in a substantial way to the content presented in order to pass the course. Concrete proof will need to be provided. See your instructor for details on the documentation required.

If you believe that exceptional circumstances may prevent you from meeting the mandatory course requirements, contact the Course Coordinator for advice as soon as possible.

### **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.

### **Communication of Additional Information**

Information and/or announcements that may need to be made from time to time will be communicated via email on the Blackboard site and made in class when possible. Distribution of course material will often occur via email, and handing back of assignments will generally occur during tutorials or class, unless otherwise noted.

Students are expected to regularly check their student email account for individual messages and group messages sent via Blackboard.

### **Student feedback**

Student feedback on University courses may be found at [www.cad.vuw.ac.nz/feedback/feedback\\_display.php](http://www.cad.vuw.ac.nz/feedback/feedback_display.php)

### **Link to general information**

For general information about course-related matters, go to <http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

### **Note to Students**

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 academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

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