

MARK3082 Strategic Marketing Management

Course Outline Semester 2, 2017

Course-Specific Information

The Business School expects that you are familiar with the contents of this course outline. You must also be familiar with the School's Course Outlines Policies webpage which contains key information on:

- Program Learning Goals and Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Student Support and Resources

This webpage can be found on the Business School website:

<https://www.business.unsw.edu.au/degrees-courses/course-outlines/policies>

Table of Contents

PART A: COURSE-SPECIFIC INFORMATION	2
1 STAFF CONTACT DETAILS	2
2 COURSE DETAILS	2
2.1 Teaching Times and Locations	2
2.2 Units of Credit	2
2.3 Summary of Course	2
2.4 Course Aims and Relationship to Other Courses	3
2.5 Student Learning Outcomes	3
3 LEARNING AND TEACHING ACTIVITIES	6
3.1 Approach to Learning and Teaching in the Course	6
3.2 Learning Activities and Teaching Strategies	6
4 ASSESSMENT	7
4.1 Formal Requirements	7
4.2 Assessment Details	7
4.3 Assessment Format	7
4.4 Assignment Submission Procedure	10
4.5 Special Consideration, Late Submission and Penalties	10
5 COURSE RESOURCES	10
5.1 Prescribed Text	11
5.2 Recommended Journals for further readings:	11
6 COURSE EVALUATION AND DEVELOPMENT	11
7 COURSE SCHEDULE	12

PART A: COURSE-SPECIFIC INFORMATION

1 STAFF CONTACT DETAILS

Lecturer-in-charge:

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Consultation: Tuesday 3pm – 4pm, by appointment only

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Lecturer for Wednesday classes

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Consultation: Wednesdays, 2pm to 3pm, by appointment only

2 COURSE DETAILS

2.1 Teaching Times and Locations

Workshop/seminars start in Week 1 (to Week 12). The Time and Location are:

Wednesday	9am to 11am	BUS G21
Wednesday	11am to 1pm	BUS G21
Friday	11 to 1pm	BUS G26
Friday	1pm to 3pm	BUS G26

No tutorials for this course.

2.2 Units of Credit

The course is worth 6 units of credit. There is no parallel teaching in this course.

2.3 Summary of Course

Strategic marketing is a capstone for the marketing major, providing students with the opportunity to develop an overall understanding of marketing now and into the future. This final year course aims to integrate student's prior learning with an understanding of strategic decision making frameworks and approaches – developing an overarching appreciation of the scope of marketing and its contribution to the success of an organization. Strategic thinking deals with the future where uncertainty and change is a given. In keeping with the aim of strategic marketing to foster strategic thinkers the course will be delivered in a 'flipped mode'. There are no formal lectures and the onus is on students to 'get up to speed' with that week's topics and relevant ideas. This approach requires students to come fully prepared to the workshop/seminars and to actively engage with the different activities and tasks during the face-to-face time. In sum, strategic marketing enables students to take a broader look at how the various marketing disciplinary elements interact, evaluate complex situations and understand how marketing as a discipline will meet the challenges of the evolving domestic and global market places.

2.4 Course Aims and Relationship to Other Courses

This course is a final year course of the undergraduate marketing major exploring, evaluating, and developing an understanding of how to manage innovative and competitive marketing strategies. There is significant level of assumed knowledge in marketing associated with this course. Students are required to have completed Mark1012, Mark2051 and Mark2052. In order to gain the most from this course it is recommended that you also have completed five or six marketing courses in total.

The overall objectives of the course are:

- to explore issues in strategic marketing decision making and planning;
- to introduce some of the practical tools enabling development, evaluation and implementation of effective marketing strategies;
- to provide theories, frameworks and examples relating to the management of critical aspects of strategic marketing activity and
- to provide an opportunity to evaluate strategy options in a systematic fashion.

Strategic Marketing is the capstone course for the undergraduate Marketing stream. It will draw on the diverse knowledge and skills developed in all the previous marketing subjects.

2.5 Student Learning Outcomes

By the end of this course, you should be able to:

On successful completion of this capstone marketing course you should have:

1. Acquired insights into strategic marketing in the local and global business environments.
 - Developed an understanding of how the various sub-areas of marketing knowledge work together to provide depth to situation analyses.
 - Increased your awareness of the challenges facing marketers in meeting the needs of future markets by exploring specific situations / cases.
 - Heightened your awareness of marketing's contribution to society through discussion of ethical and professional conduct and issues in sustainability, environmental concerns and corporate social responsibility (monitoring and evaluating current media stories).
2. Developed critical thinking skills in relation to both tactical and strategic decision making and implementation.
 - Acquired an understanding of a repertoire of tools available to support the development of sustainable competitive advantage.
3. Developed team decision making skills: communication; planning; and management.
 - Demonstrated high levels of task and self-management (pre- preparation, in-class activities and project task).
4. Strengthened your ability to explore and evaluate marketing situations with less than perfect knowledge.
 - Understood the nature of 'ill-defined' problems by evaluating case examples.
 - Refined your information literacy skills.

- Further developed your written and verbal communication skills.

The Course Learning Outcomes are what you should be able to DO by the end of this course if you participate fully in learning activities and successfully complete the assessment items.

The Learning Outcomes in this course also help you to achieve some of the overall Program Learning Goals and Outcomes for all undergraduate coursework students in the Business School. Program Learning Goals are what we want you to BE or HAVE by the time you successfully complete your degree (e.g. 'be an effective team player'). You demonstrate this by achieving specific Program Learning Outcomes - what you are able to DO by the end of your degree (e.g. 'participate collaboratively and responsibly in teams').

For more information on Program Learning Goals and Outcomes, see the School's Course Outlines Policies webpage available at <https://www.business.unsw.edu.au/degrees-courses/course-outlines/policies>

The following table shows how your Course Learning Outcomes relate to the overall Program Learning Goals and Outcomes, and indicates where these are assessed (they may also be developed in tutorials and other activities):

Program Learning Goals and Outcomes		Course Learning Outcomes	Course Assessment Item
<i>This course helps you to achieve the following learning goals for all Business undergraduate coursework students:</i>		<i>On successful completion of the course, you should be able to:</i>	<i>This learning outcome will be assessed in the following items:</i>
1	Knowledge	<p>a. Describe the elements of contemporary marketing communications – the tools, the players, the scope and future direction of the marcoms industry including the different ways in which marketers communicate with their target audiences.</p> <p>b. Demonstrate a solid grounding in the principles of marketing communications and promotions management.</p> <p>c. Apply this understanding to marketing communications in business, social and governmental contexts. Clearly articulate each component of the marketing communications plan.</p>	<ul style="list-style-type: none"> • Class Participation • Online Quiz • Strategic marketing Proposal – Group • Individual Report

2	Critical thinking and problem solving	<p>c. Apply this understanding to marketing communications in business, social and governmental contexts. Clearly articulate each component of the marketing communications plan.</p> <p>d. Analyse specific marketing communications problems, and devise sound and practical solutions to these problems.</p> <p>e. Collaborate effectively with your team members to plan marketing communications in a comprehensive and integrated manner.</p> <p>f. Develop analytical and creative skills necessary to prepare a marketing communications plan.</p> <p>g. Critically analyse the issues and controversies in the field of marketing communications.</p>	<ul style="list-style-type: none"> • Class Participation • Strategic marketing Proposal - Group
3a	Written communication	c. Apply this understanding to marketing communications in business, social and governmental contexts. Clearly articulate each component of the marketing communications plan.	<ul style="list-style-type: none"> • Online Quiz • Strategic marketing Proposal - Group • Individual Report
3b	Oral communication	<p>c. Apply this understanding to marketing communications in business, social and governmental contexts. Clearly articulate each component of the marketing communications plan.</p> <p>h. Communicate ideas in a succinct and clear manner.</p>	<ul style="list-style-type: none"> • Class Participation • Strategic marketing Proposal - Group
4	Teamwork	e. Collaborate effectively with your team members to plan marketing communications in a comprehensive and integrated manner.	Not specifically assessed.
5a.	Ethical, social and environmental responsibility	Not specifically addressed in this course.	Not specifically assessed.
5b.	Social and cultural awareness	Not specifically addressed in this course.	Not specifically assessed.

3 LEARNING AND TEACHING ACTIVITIES

3.1 Approach to Learning and Teaching in the Course

Strategic Marketing will most likely be taken in your final undergraduate year. It represents the transition from 'student' to 'practitioner' and as such seeks to enhance life-long skills in learning. There is a high degree of independence expected in your approach to mastering this subject. A marketing manager needs to be analytical, creative and resourceful. Above all they need to have an ability to work cooperatively, as the delivery of a 'product' requires both coordination and collaboration from within the organization and with other external players in the market. To this end, there is an emphasis on self-directed, co-operative learning in this course.

This course will be taught in 'flipped classroom' format and rely heavily on students undertaking set preparation work prior to their workshop/seminar. It is a challenging course requiring consistent weekly attention - it cannot be left to the last minute, nor can it be successfully completed with rote learning. There will be readings and assigned text chapters to provide the foundation for the individual student's further exploration of current issues in the wider media (academic and professional sources) of the ideas and concepts canvassed.

You will be encouraged to research deeply, to evaluate, think and then to encapsulate the results clearly and succinctly in written or oral communications. It is a given that student involvement has a strong link to learning outcomes; therefore students need to **actively participate** in all activities. The workshop/seminars are designed to encourage deeper exploration of core concepts through both individual and group activities focusing on real world scenarios. The issues discussed may be contentious, complex and challenging and very seldom is there a 'right' answer. The strategic marketing course is a great opportunity to take ownership of your learning, helping to develop confidence to tackle uncertainty and change.

3.2 Learning Activities and Teaching Strategies

This course will be delivered through workshop/seminar, flipped classroom style. All learning would be participative and collaborative. The lecturer and co-facilitator's role act like a coach to you. They would facilitate the critical thinking process and theory application through the 2-hour interactive weekly activities. This course is designed in a practical way to enhance your understanding on how these theories are applied in real life. Your prior knowledge, skills and strengths would be a good asset to the class.

Moodle is used as the platform for communication and support for all course materials. The preparation for each week will be posted one week prior to the workshop/seminar. Each class is conducted in a 'flipped classroom' – a dedicated active learning space designed to facilitate peer-to-peer learning.

Note:

With the flipped classroom class format, you **MUST** attend each week for the FULL 2 hours. In class quiz and assessment exercises are held at different time during the class.

4 ASSESSMENT

4.1 Formal Requirements

In order to pass this course, you must:

- achieve a composite mark of at least 50%;
- achieve satisfactory performance (scoring at least 45%) on each assessment;
- score at least 50% in the Final Exam; and attend at least 80% of all tutorials (as per university regulations).

4.2 Assessment Details

Assessment Item	Weighting	Length	Due Date
Class Participation/ Research Participation/Article review (3%)	15%		Ongoing To be advised
Online quiz	25%		Ongoing
Strategic Marketing Proposal <ul style="list-style-type: none"> • New Business Venture Brief • Business Pitch 	2% 28%	3 pages 4 A3 Size Posters/ Wordpress website & 3-page report	Week 6, 28 th Aug Week 10, 3 rd Oct
Individual Report	30%	2500 words, single space, font size 12	Week 12, 20 th Oct
Total	100%		

4.3 Assessment Format

4.3.1 Class Participation (15%)

Class participation will provide opportunities for peer learning, strengthening students' ability to actively argue their decisions regarding the marketing communications and promotions management issues at hand, developing an understanding for alternative approaches and providing an opportunity for reflective learning. This is designed to make sure we have rich and stimulating discussions.

Your participation includes the responsibility to share understanding and judgment with the class in order to advance the group's collective skills and knowledge. This means I will need your active participation to make the class a rewarding experience for everyone. Read the materials assigned for every class, thoroughly prepare cases, take part in pertinent discussions, listen to others with respect, and generally take part and you will be rewarded.

There are two elements of class participation: 1) Class participation during the class (10%); and 2) Critique of new business (5%).

Research Participation/Article review (3% of total participation marks)

You may be given a chance to participate in real-life marketing research project conducted by the school. It would take approximately 60 minutes. 3% of the total participation marks would be allocated for this activity. Should you choose not to be involved in this research, you would have to complete an alternative assessment such as article review which would be due on 16th Oct 2017. Please email the lecturer no later than week 9 to determine the article and topics to review.

4.3.2 Online Quiz (25%)

This course practices flipped classroom model which emphasizes your prior reading of the chapter for the week before the class. Therefore, to promote effective learning and meaningful class discussion with your project team, there will be a weekly 10-minute online quiz in class to evaluate your understanding of the materials read for that week. This quiz will commence from week 2 and end in week 9. Please look at the course schedule which highlights the chapters to read or test for that week. Suggested readings will be added from time to time to supplement the textbook readings.

4.3.3 Strategic Marketing Proposal – Group (30%)

Your CEO has just announced that he plans to form a special task force to look into the corporate growth strategy. You and other colleagues are called into his office and tasked to explore the following growth strategies:

- Develop new products/services for current customers
- Acquire new brands
- Diversification

Given the above growth strategies, prepare the following for your CEO.

- Propose a suitable growth strategy for the company
- Develop a strategic marketing plan
- Source your own funds to kick start the proposed venture.

Your CEO expects your project team to give a progressive report and proposal according to the timeline given below.

There are 2 stages for this project. The deadlines and project requirements are as follow:

Tasks	Requirements	Due date
New Business Venture Brief	A 3-page report	Week 6, 28 th Aug
Business Pitch	4 A3 size posters/ wordpress & 3-page report	Week 10, 3 rd Oct

On week 10, each group is expected to give a business pitch to the investors and solicit funds for their new business venture. In this course, you are also playing the role of an investor. More details of the project will be given in week 1.

All submission: To Turnitin via Moodle by 1159pm on the day of submission. Late penalty applies.

Report requirements: Single space with font size 12.

Procedures: Select your own group members (6 persons per group). This will be organised in **Week 1** lecture. Anyone who is absent in the first lesson would be allocated a group randomly.

Please refer to Moodle course website for more details on this assessment item, e.g. required format and marking criteria which will be made available via Moodle course website by 24 July 2017.

4.3.4 Individual Assignment (30%)

a. Marketing Audit (20%)

Choose a medium or large size company (minimum 30 staff). Interview the Marketing Manager and examine the marketing strategies for a product, brand or the company (on the whole). Ask him/her the following questions:

- What are the marketing challenges faced by the marketing manager in past two years? How did he/she strategically overcome these marketing issues?
- What growth strategies does the company have for the product or brand in the next two years? How is the marketing manager planning to achieve them?

After the interview, write a report of **no more than** 2000 words (**exclude references and appendix**). Give a brief background of the company. Complete the following:

- Identify and evaluate the marketing strategy this company had successfully used in the past 2 years. In your opinion, why were their strategies successful? Would you have done differently? If yes/no, why? Explain.
- Do you agree with the company's growth strategies? If yes/no, why? Explain. Make recommendations to further enhance their strategies. Justify your answer.

Take a picture of the product, brand or with the marketing manager. You are to attach the interview transcripts in the appendix as evidence. **In this evaluation report, you are expected to draw from the theories in chapter 15 - 18 and use academic journals to justify your arguments and make recommendations.**

b. Reflection Report (10%)

Your Strategic Management Marketing Experience

This task aims to allow you to reflect upon your learning. After listening to the interesting interview and completing the project/assignments, discuss **TWO** key lessons you have learnt from this course. Describe how they have impacted you. You are expected to draw your learning from the theories learnt from this course to complete this reflection.

Important: Do not reproduce a lecture summary.

This report should **not be more than 1000 words.**

Report Submission: Turnitin Moodle, by week 12 (20th Oct, 1159pm). Late penalty applies.

Report Requirements: Single space, font size 12.

4.4 Assignment Submission Procedure

For Strategic Marketing Proposal

This project must include a cover sheet and be signed by all students in the group. The School of Marketing Group Assignment Cover Sheet can be found at:

<https://www.business.unsw.edu.au/About-Site/Schools-Site/marketing-site/Documents/Group%20assignment%20coversheet.pdf>

Students **MUST** submit the group project (posters in PDF format) and the 3-page report through the Moodle. **ONLY ONE STUDENT (PROJECT LEADER) IN THE GROUP SUBMITS THE MAJOR PROJECT.** The originality of the assignments will be checked with Turnitin™. Students are able to check the similarity index and resubmit their papers until the due deadlines. Note, however, that students are responsible for planning ahead and allowing sufficient time to view their similarity index. Students are also advised to submit their reports during working hours so as to receive technical support if necessary – technical difficulties will not be accepted as a valid reason for late submission. More information on Turnitin™ can be found at: <http://teaching.unsw.edu.au/turnitin-students>.

4.5 Special Consideration, Late Submission and Penalties

Late submission will incur a penalty of 10% of the percentage weight of the assessment component or part thereof per day (including weekends) after the due date, and will not be accepted after 5 working days. An assignment is considered late if either the paper copy or the electronic copy has not been submitted on time.

Extensions will only be granted on medical or compassionate grounds under extreme circumstances, and will not be granted because of work and other commitments. Requests for extensions must be made to the lecturer prior to the due date. Medical certificates or other evidence of extreme misfortune must be submitted through a special consideration form and must contain information that justifies the extension sought.

Quality Assurance

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

5 COURSE RESOURCES

MARK3082 uses Moodle for posting course materials such as course outline, principle lecture slides, major announcements etc. The website for this course is on Moodle at: <http://moodle.telt.unsw.edu.au>

5.1 Prescribed Text

Hohn W. Mullins, Orville C. Walker, Jr. (2013). *Marketing Management: A strategic decision-making approach* (8th edition), McGraw-Hill Australia.

Other supplementary reading materials would be updated in Moodle from time to time. This

5.2 Recommended Journals for further readings:

You are expected to read widely when preparing your assignments and class participation. In particular, you should use the resources of the university library, especially the journal literature. Note: Consultation of lecture notes does not count as reading widely. The following journals are recommended as good sources for additional readings:

- Journal of Brand Management
- Journal of Advertising Research
- Journal of Consumer Research
- Journal of Marketing
- Journal of Retailing
- Journal of the Academy of Marketing Science
- Harvard Business Review
- Sloan Management Review
- Journal of Business Research
- Journal of Personal Selling & Sales Management
- European Journal of Marketing
- Journal of public policy & marketing

6 COURSE EVALUATION AND DEVELOPMENT

Each year feedback is sought from students and other stakeholders about the courses offered in the School and continual improvements are made based on this feedback. UNSW's myExperience survey is one of the ways in which student evaluative feedback is gathered. In this course, we will seek your feedback through the end of semester myExperience responses.

7 COURSE SCHEDULE

COURSE SCHEDULE		
Week	Lecture Topic	Text Readings
Week 1 24 July	Introduction: Framing Strategy Course outline/'flipped classroom' Background to Marketing Discuss course materials	Chp 1 - 2
Market Opportunity Analysis		
Week 2 31 July	Strategies for new, growing, mature and declining markets	Chp 15 & 16
Week 3 7 August	Understanding Market Opportunities	Chp 3
Week 4 14 August	Measuring Market Opportunities: Forecasting & Market Knowledge Targeting Attractive Market Segments	Chp 6 & 7
Week 5 21 August	Field trip	
Develop Strategic Marketing Programs		
Week 6 28 August	Differentiation & Brand Positioning Business Strategies New Business Venture Brief due	Chp 8 & 9
Week 7 4 September	Product, Pricing & Distribution Channel Decisions	Chap 10 - 12
Week 8 11 September	Integrated Promotion Decisions Marketing Strategies for Digitally Networked World	Chp 13 & 14
Week 9 18 September	Budgeting, Implementation and Control Marketing programs	Chp 17 - 18
Mid-semester break: 23 September – 2 October inclusive (2 Oct = Labour Day Public Holiday)		
Week 10 3 October	Business Pitch (10 groups) Strategic Marketing Proposal due	
Week 11 9 October	The Big Decision & Verdict	
Week 12 16 October	Marketing Audit and Reflection on Learning	