Vancouver Island University

Faculty of Management ~~ <http://www.viu.ca/management/>

**STRATEGIC MARKETING – MARK 460-S19N01**

Spring 2019

**Instructor** Duane Weaver

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**Office Hours** Mondays, Tuesdays and Wednesdays 13:00-14:00 or by appointment

**Class Website** <http://web.viu.ca/weaverd/mark460>

**Course Schedule** Lecture/Seminar: **B255-R155** –Mondays and Wednesdays 11:30-13:00

**Prerequisite**  MARK 366 (Market Research) plus 9 additional upper-level marketing credits

**Course Texts:** Walker, Jr. and John W. Mullins (2013), *Marketing Strategy: A Decision-focused Approach*, 8th edition, New York, NY: McGraw-Hill. ISBN: 978 007 338 1152

Weaver, Duane (2019), *MARK 460 S19N01 Course Case Pack*, IVEY PUBLISHING. (Available in Bookstore).

**Suggested/Supplement Readings:**

Best, Roger J. (2009), Market-Based Management: Strategies for Growing Customer Value and Profitability, 5th edition, Upper Saddle River, New Jersey: Pearson Prentice Hall.

Clancy, Kevin J. and Peter C. Krieg (2000), Counter-Intuitive Marketing: Achieve Great Results Using Uncommon Sense, New York, NY: Free Press.

Kerin, Roger A. and Robert A. Peterson (2009), Strategic Marketing Problems: Cases and Comments, 12th edition, Upper Saddle River, New Jersey: Pearson Prentice Hall.

Kotler, Philip and Peggy Cunningham (2006), Marketing Management, Canadian 12th edition, Upper Saddle River, New Jersey: Pearson Prentice Hall.

Lal, Rajiv, John A. Quelch, and V. Kasturi Rangan (2005), Marketing Management Text and Cases, New York, NY: McGraw-Hill.

Lehmann, Donald R. and Russell S. Winer (2008), Analysis for Marketing Planning, 7th edition, New York, NY: McGraw-Hill.

Lynch, Robert (xxx) Establishing Strategic Alliances, where, state, publisher?

Porter, Michael E. (1998), Competitive Advantage: Creating and Sustaining Superior Performance, New York, NY: Free Press.

Porter, Michael E. (1998), Competitive Strategy: Techniques for Analyzing Industries and Competitors, New York, NY: Free Press.

Walker, Orville C. and John W. Mullins (2008), Marketing Strategy: A Decision-Focused Approach, 6th edition, New York, NY: McGraw-Hill.

Journals and Magazines: Canadian Business, Marketing, Business Week, Economist, Fortune, Forbes, Harvard Business Review, Journal of Marketing, and Journal of Strategic Marketing.

**General Course Outcomes:**

The course investigates marketing from a managerial perspective, including the critical analysis of functions of marketing opportunity assessment, marketing planning and programming, marketing leadership and organization, and evaluating and adjusting the marketing effort.

This course enables students to organize and integrate their understanding of marketing by pulling together ideas and concepts covered in a variety of previous courses and applying them to case situations. Cases, both written and living, allow students to learn about company situations and predicaments and what good marketing practice suggests these firms should do to solve problems and capture opportunities. Case analysis requires critical evaluation and interpretation of both facts and logic and requires the active involvement of all students. The marketing project requires students apply marketing skills and understanding to a real marketing situation and make recommendations for future marketing strategy and tactics.

**Specific Learning Outcomes:**

The main learning emphasis in this course is placed on improved critical thinking ability (analytical and creative) as well as the demonstration of applied synthesis of thought as it relates to marketing strategy and implementation. The specific objectives of this course follow.

* Reviewing the essentials of marketing management.
* Understanding the impact of strategic marketing decisions on the firm.
* Gaining insight into the “real world” frustrations/rewards of making marketing decisions.
* Applying decision models used by today's marketing managers.
* Stimulating students to expand their learning horizons through the identification of materials (primary and secondary data) required to develop a marketing plan.
* Learning how to effectively work with others with an understanding of individual and group dynamics in organizations.

**BBA Learning** Upon successful completion of this course, students will achieve the following.

**Outcomes Critical thinking and problem solving**

* Demonstrate ability to apply marketing concepts to critically assess business decisions in both real and living cases.
* Identify key challenges and solutions available to a living case situation.
* Demonstrate ability to develop a strategic marketing plan including but not limited to
	+ Situational Analysis
	+ External Analysis
	+ SWOT Analysis and Strategic Planning
	+ Segmentation Analysis and Strategy
	+ Product Positioning
	+ Marketing Mix Assessment, Re-positioning, and Strategization
	+ Forecasting (customers, units, dollars per unit, variable revenue, variable cost, profit, changes in infrastructure, capacity, and overhead)
	+ Financial Analysis
	+ Strategic Recommendation
	+ Media Plan (where appropriate)

 **Interpersonal skills**

* Demonstrate effective team work and collaborative decision making through review, research, analysis, forecasting, synthesis of alternatives, and presentation of recommendations.
* Demonstrate the ability to effectively conduct a pitch and exude confidence in oneself and one’s ideas.

 **Technical skills**

* Develop an integrated framework understanding and making decisions in strategic planning.
* Demonstrate an understanding and ability to apply strategic marketing skills to a living case.
* Develop and apply consulting skills.

 **Communication skills**

* Demonstrate the ability to select and use audience-appropriate media and communication methods to a high standard.
* Demonstrated ability to identify, collate, and present applied marketing strategy theories and critical decision criteria in written, visual and oral contexts.

 **Professional integrity**

* Understand and demonstrate both academic integrity and professionalism in the use of written and oral communication.
* Demonstrate a high level of personal professional integrity when working with clients.

 **Embracing challenge**

* Apply course knowledge and external industry or segment appropriate research and forecasting in the assessment of key business decisions.
* Be able to appropriately understand marketing strategy in a context that facilitates strategic business decisions.
* Appreciate and manage a real living case situation with all of its dynamic elements, both business and personal.
* Have an opportunity to demonstrate people skills on a critical project that affects people’s lives.

**Evaluation:** This course will take a **case-study** approach (both written and living). The top 3 teams will have the opportunity to engage with a real living challenge within the Island community. Students should be prepared to travel to another city/town on Vancouver Island to meet with their client. You should be prepared to provide your own transportation to and from the client’s location.

Students will be asked to form a study/case team within the first week of classes. This team will prepare a report to be evaluated by their peers. Thereafter, you will have a chance to update your report prior to your pitch and final evaluation. The winning team members will each become team leaders and will self-select teams of 3-4. These will become your MAJOR PROJECT TEAMS for the rest of the course. Teams may have the right to dismiss a student from a team after consulting with the professor and providing an opportunity for the member and the team to rise to the challenge. Thereafter, if dismissed, the student will **receive a 0 grade** for that team assignment.

 Lectures/Seminars will cover chapter materials, handouts, and videos. **In class participation** is important to the success of this course. You will be evaluated for participation by your professor, your team mates, other teams and possibly an offsite client. Please review the class website for case information, access, guidelines evaluation matrix, and report guidelines at <http://web.viu.ca/weaverd>

GROUP CASE/PROJECT PITCHES and REPORTS

Group Case/Project pitches, reports and class work are due before the start of class on the deadline scheduled. Late work is not acceptable in this capstone course (without prior arrangement and for good cause) and will earn a maximum of 80% the first day late, 60% the 2nd day late, 40% the third day late, and 0% thereafter. If a report is due at 11:30 a.m., then 11:30:01 is late.

**NOTE: ALL STUDENTS on the case/project teams will receive the same grade.**

**Your team members will be your team for the entire course.***(Note: after due diligence and early notice/involvement of the instructor a team member may be fired)***.
You will have 2 different teams during the course.**

In addition to two case analyses, there will be one **term test** (20%) and a **final project** (30%). The term test will focus primarily on course theory material and will feature primarily multiple-choice, true/false and/or short essay questions. The final project is built in stages throughout the class. You will develop evaluation skills as we progress and will receive feedback from your peers. You should take advantage of every opportunity to discuss your project development with your professor. There is a team meeting with the professor where part of your final report grade will be assessed.

No special arrangements will be made to allow students to write the test at alternate times unless for extenuating circumstances (e.g. illness – requires doctor’s certificate).

**Evaluation** Marketing Skills Test\* 4%

 1st Team Case Pitch and Report & Peer Eval 8%

2nd Case Pitch (with Judges) 10%

Term Test 20%

Individual Expertise 18%

Final Case Report 30%

Participation, External Evaluation, & Team Peer Evaluation 10%

*\*this grade may be replaced by the term test grade at the student’s request.*

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| **References**  | Faculty of Management (Business) requires the APA style of referencing for academic papers.  Resources for using APA are available from the VIU Writing Centre (Library, Room 474). You can find their hours of operation and access to online student resources (including tutorials and a printable Quick Guide) at: [http://sites.viu.ca/writingcentre/](https://owa.mala.bc.ca/owa/redir.aspx?C=PY_f4REYjUKPhCNrwC0MO5RLtkgq7NEIOMNX_ZGHJig7no2xvaoPUkStILBhps8dwiG806hotGk.&URL=https%3a%2f%2fowa.mala.bc.ca%2fowa%2fredir.aspx%3fC%3dQh5RBQrMkECdJA5J6Q1tqBwC-wPgNdEIs8R9F8BECNL51rdOabW2isdLiQxHYTEp7T9poJkMpys.%26URL%3dhttp%253a%252f%252fsites.viu.ca%252fwritingcentre%252f). |
| **English Standards** | Assignments must be free of spelling, punctuation and grammatical errors. Assignments containing such errors will be penalized (i.e. mark deductions). |
| **Accommodation** | Students with documented disabilities requiring academic and/or exam accommodation should contact Disability Services in Building 200. |
| **Grading Scale** | Grades will be assigned according to the following scale.A+ 90 – 100% C+ 64 - 67A 85 – 89 C 60 - 63A- 80 – 84 C- 55 - 59B+ 76 – 79 D 50 - 54B 72 – 75 F < 50B- 68 – 71 |
| **Academic Misconduct** | Academic misconduct includes, but is not limited to, giving and receiving information during any test or exam, using unauthorized sources of information during any test; plagiarizing; fabrication, cheating, and, misrepresenting the work of another person as your own, facilitation of academic misconduct, and under certain conditions, non-attendance. Plagiarism will not be tolerated. You must reference your work and acknowledge sources with in-text citations and a complete list of references. This includes direct and indirect quotes, diagrams, charts, figures, pictures and written material.For group projects, the responsibility for academic integrity, which can result in academic misconduct and its resulting penalties, rests with each person in the group and sanctions would be borne by each member. No electronic dictionaries, cell phones or other electronic devices will be allowed in exams/ tests/quizzes. Only the following approved calculators may be used in exams/tests/quizzes. Texas Instrument BAII Plus,  BAII,  BA35; Sharp EL-733A; Hewlett Packard 10B |

