Marketing Strategy (RA-13)
2011 Fall

The Institute of International Management is dedicated to providing a quality teaching and research environment to provide students with a broad, integrated knowledge of management in preparation for successful careers in business, government or academia.

General Program Learning Goals (goals covered by this course are indicated):

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<tr>
<td>x 1</td>
<td>Graduates should be able to communicate effectively verbally and in writing.</td>
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<td>x 2</td>
<td>Graduates should solve strategic problems with a creative and innovative approach.</td>
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<td>x 3</td>
<td>Graduates should demonstrate leadership skills demanded of a person in authority.</td>
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<td>x 4</td>
<td>Graduates should think with a global management perspective.</td>
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<td>x 5</td>
<td>Graduates should possess the necessary skills and values demanded of a true professional.</td>
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Course Time: 14:10-17:00 Wednesday (Elective, 3 Credits)  Office hours: 12:00-14:00 Tuesday or by appointment
Classroom: 62401  Course TA: Va Tatiya
Instructor/Facilitator: Hao-Chieh Lin, PhD  TA’s email: vakaae@hotmail.com
Email address: linhjtw@mail.ncku.edu.tw  Skype: linhjtw

Course Description

Many people like marketing because it is an interesting and alive management function in nature. But, marketing is a job with big challenge in business. A strategic perspective of marketing is a key to make marketing jobs more accessible, successful, and sustainable, and to differentiate ‘marketing’ from ‘sales’.

This course views marketing as both a general management responsibility and an orientation of an organization. It explores main marketing topics from a strategic perspective and delves into the plan-do-check-action (PDCA) concerns in implementing a marketing strategy. The course will focus on macro-level strategic marketing topics which nonetheless will also involve some micro-level consumer behavior and marketing concepts. Issues that will be addressed include:

- Understanding, attracting and keeping valuable customers
- Formulating segmentation and focus strategies
- Positioning the business to achieve an advantage over competitors
- Designing market-driven strategies to identify and exploit growth opportunities
- Developing market-driven program to access to the served markets, and
- Aligning the organization to fit market-driven strategies.

Course Objectives

The course will use a mix of lecture, discussion and cases. I will play the role of facilitator and help stimulate the
interacting process. It is expected that the course can help participants develop marketing knowledge and skills with the application of frameworks/models, concepts, and methods in making strategic choices. It is also expected that participants can possess a working knowledge of the approaches that firms use to resolve marketing and competitive strategy issues.

Note: In light of learning effectiveness, all the content below is subject to change.

Course Requirements

1. Participation and Engagement

① I will surely do best to deliver my profession, grounded on various practices experiences and concrete academic trainings. However, I believe that it's our collective efforts that can make the class successful. I also believe it's "we" not "I" can maximize the learning effectiveness. Therefore, I hope we together build a learning community in which participants appreciate and learn from each other.

② People learn best when they are active. Your active participation is essential to this class. Participation is more than just attending class and asking an occasional question. Full participation consists of refraining from inappropriate use of one's laptop (e.g., web surfing, instant messaging, reading e-mail, doing assignments of other classes), demonstrating that you are prepared for each class, listening carefully, asking thoughtful questions that help you and your peers learn, responding respectfully to peers, and engaging productively in all class cases/exercises etc.

③ Studying textbook and readings before a class is highly recommended. I will present textbook material and elaborate its business implications. However, I may not able to cover all the material in the textbook during course lecture. Your study prior to the class will be much helpful for participation and learning effectiveness. You are very welcome to discuss with me for all the course-related issues.

※ The design of strategic marketing plans will be practiced along with the course schedule.

2. Open book midterm and final exams.

① Although I expect you to contribute to weekly class by participation and engagement, I hope you can learn from established knowledge and wisdom as well. The main purposes of written examinations are helping you remember and reflect what you have learned in the class.

② You can bring any written documents with you. However, you CANNOT use any electronic devices (e.g., laptop, cell phone etc.) during the exam. The primary sources of exam questions include PPTs, concepts/issues/questions/scenarios highlighted in each class, and textbook chapters. Three kinds of questions will be included: true/false, multiple choice, and short essay.

3. Group-based case presentation and write-up

Participants are expected to form several groups (3 in a group, basically) for pre-class case preparation/discussion and in-class case presentation/discussion and assignments.
We have 8 cases (The cases are all included in the case book). Each group should lead 1 or 2 cases, which will be assigned to every group on a lottery basis. The leading group is required to present with PPT and, most importantly, to lead discussion; all of which should last about 40-50 minutes in total. It is highly encouraged to find additional material to support your presentation and discussion.

Every group needs to finish a 1-to-2-page summary for the assigned 4 cases, listed below. Additional point should be given to those who write additional summary. The write-up should summarize the key issues of a case and identify their key implications.

<table>
<thead>
<tr>
<th>Group number</th>
<th>Assigned case number for write-up</th>
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<tbody>
<tr>
<td>Odd (group 1, 3, 5, 7)</td>
<td>Case 1, 3, 5, 7</td>
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<tr>
<td>Even (group 2, 4, 6, 8)</td>
<td>Case 2, 4, 6, 8</td>
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The leading groups DO NOT have to submit write-up for their presented cases.

The write-up and the PPT need to be uploaded to the MOODLE system by 5:00pm, Tuesday. Late submission will significantly affect the final score of every group member. All of presentation material (including revised PPT) should be submitted after the class.

Each group needs to discuss every case before a class. Each group member should contribute equally to the group. Your final grade in this area will also be based on peer review of your team members.

※ To connect with business practices, group-based in-class assignments will be conducted, if necessary.

Grading

- Class attendance, participation, and contribution: 20%
- Group case presentation/write-up and in-class assignments: 30%
- Midterm exam.: 25%
- Final exam.: 25%

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<th>Participation and contributions 20%</th>
<th>Midterm exam 30%</th>
<th>Group case presentation/write-up and assignments 25%</th>
<th>Final exam 25%</th>
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<td>COMMU</td>
<td>☑ Oral Commu./ Presentation</td>
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<td>☑ Written Communication</td>
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<td>☑ Creativity and Innovation</td>
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<td>☑ Problem Solving</td>
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<td>☑ Analytical Skills</td>
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<td>☑ Global Awareness</td>
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<td>☑ Information Technology</td>
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<td>☑ Management Skills</td>
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Textbook and Case Book


Reference Material

7. #3 and #4 are designated for PhD students. For those who are interested in cutting-edge research papers, please contact me directly.

Course Schedule

Week 1 (9/14) — Course Introduction

Week 2 (9/21) — Invited Speech

- Heng Wu: MBA International Program, Cheung Kong School of Business
  - Senior Investment Analyst, Jones Lang Lasalle Co., Beijing China (A worldwide top 5 real-estate company)
- Topic: In the Growth of China and Self – From a Beijing MBA

Week 3 (9/28) — Cultivating a Strategic Marketing Perspective: An Overview

- Cravens & Piercy (2009), chapter 1

Week 4 (10/5) — Markets and Competitive Space

- Cravens & Piercy (2009), chapter 2

Week 5 (10/12) — Strategic Market Segmentation

- Cravens & Piercy (2009), chapter 3
Case 1: Euro Disney- Bungling a Successful Format (chap. 15)

Week 6 (10/19) — Strategic Customer Relationship Management and Capabilities for Learning about Customers and Markets

Case 2: Southwest Airline- Success Is Finally Contested (chap. 18)

Week 7 (10/26) — Market Targeting and Strategic Positioning

Case 3: Harley Davidson- Creating An Enduring Mystique (chap. 9)

Week 8 (11/2) — Business Visit

Possible targets: China Steel, Kymco, Taiwan Golden Bee, or Chi-Mei Chemistry
May be held on Nov. 1st (the whole day)
May need to share transportation and insurance fees

Week 9 (11/9) — Strategic Relationships & Value Chain Strategy

Week 10 (11/16) — Midterm Exam

Week 11 (11/23) — Innovation and New Product Strategy

Case 4: Google- An Entrepreneurial Juggernaut (chap. 2)

Week 12 (11/30) — Strategic Brand Management

Case 5: Nike- A Powerhouse Brand (chap. 19)

Week 13 (12/7) — Invited Speech

CEO Forum: A series of speech

Week 14 (12/14) — Pricing Strategy

Case 6: Boston beer- Is Greater Growth Possible? (chap. 4)

Week 15 (12/21) — Promotion, Advertising and Sales Promotion Strategies

Case 7: Maytag- An Incredible Sales Promotion in England (chap. 16)

Week 16 (12/28) — Sales Force, Internet and Direct Marketing Strategies

Assignment Presentation: How do you make a marketing plan?!
Week 17 (1/4) — Market-Driven Organizations, Strategy Implementation and Control

- Cravens & Piercy (2009), chapter 14 & 15
- Case 8: McDonald’s Rebirth Through Moderation (chap. 8)

Week 18 (1/11) — Final Exam

Other Policies

1. This course adopts a policy of zero tolerance for ethical misconduct.

2. Write-up and Grading
   (1) All write-ups must be typed (not hand-written) and be submitted with a cover page including the names and student IDs of group members.
   (2) Write-up (and PPT) is due exactly at the prescribed time. No late submission is accepted.
   (3) All write-ups should be your original work/concept.

3. Attendance
   (1) You must display your name tag in front of the desk for discussion purpose.
   (2) You have to sign the attendance sheet when entering the classroom. If you sign for other participants or do not sign on the attendance sheet, you will be regarded as “being absent” no matter what evidence you provide to TA or me afterwards.
   (3) If you come in class late or leave early, your attendance may count as a half of the day.
   (4) There is no need for you to ask for apology when you are absent from class.
   (5) Participant leave (whether casual or sick leave) exceed one third (1/3) of the total course hours in a semester will automatically result in FAIL in the final grade.

4. Penalty for cheating
   Plagiarism will be extremely severe. Use your best judgment. If you are not sure of certain criteria or issues, consult me. Standard academic honesty procedure will be followed, and active cheating and/or plagiarism will automatically result in FAIL in the final grade.

5. You are expected to come to every class with full preparation and responsible for everything discussed in class. Be alert of your attendance and participation counts. You may receive a zero for absence from or lack of participation.

6. No incomplete grade under nearly all situations unless one have sound reason and documented evidence. A student who receives an incomplete grade must have completed or passed a significant portion of the course.

7. Pay very careful attention to your e-mail correspondence. It reflects your communication skills. Non-standard English such as “how r u?” in your e-mail message should be avoided. In addition, I recommend you put the class number and a brief summary of your question in your e-mail subject.
   For example, “Subject: A question on mid-term exam.”

8. I will immediately discard ANY anonymous e-mails.

9. The ringing, beeping, buzzing of cell phones and/or watches during class time is extremely rude and disruptive to your fellow students and to the class flow. Please turn all cell phones and watches off or into silent mode prior to the
start of class.

10. For any disability accommodations needed for the course, please notify me during the first week of the semester.