Marketing Strategy (RA-13)
2012 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>x1</td>
<td>Graduates should be able to communicate effectively verbally and in writing.</td>
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<td>x2</td>
<td>Graduates should solve strategic problems with a creative and innovative approach.</td>
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<td>x3</td>
<td>Graduates should demonstrate leadership skills demanded of a person in authority.</td>
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<td>x4</td>
<td>Graduates should think with a global management perspective.</td>
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<td>x5</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)
Classroom: 62401
Instructor/Facilitator: Hao-Chieh Lin, PhD
Email address: linhjtw@mail.ncku.edu.tw
Skype: linhjtw
Office hours: 12:00-14:00 Tuesday or by appointment
Course TA: Lucy Dang
TA’s email: dangtrang.hsph@gmail.com

Caveat
All students are very welcome to join this class. I promise I will fully engage in the course and do best to deliver my profession and share my business and academic experiences with everyone. I also appreciate different or 'crazy' ideas. Moreover, I am happy to assist in whatever questions or problems you might have in your learning process or daily life. However, if you have one of the following three situations, you are highly advised not to take this course because you cannot learn much indeed.
I. You need to leave early in almost every class.
II. You want to "dialogue with your laptop" only.
III. You do not want to appreciate "stupid" or "naïve" ideas of your classmates.

Course Description

1. Many people like marketing because it is an interesting and lively management function. But, marketing is a challenging job in business. A strategic perspective of marketing can differentiate "marketing" from "promotion", and thus make marketing jobs more contributive and successful.
2. This course views marketing as both a general management responsibility and an orientation of an organization. It explores key marketing issues from a strategic perspective and delves into the plan-do-check-action (PDCA) concerns in launching a marketing strategy. Although the course focuses on macro-level marketing topics, it will discuss some micro-level issues (e.g., consumer behavior) as well. Subjectives 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 to develop marketing knowledge and skills and to apply the concepts, frameworks/models, and methods in their future job and career. It is also expected that participants can possess a working knowledge of the approaches that organizations use to resolve their daily marketing and competition issues.

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

Course Requirements

1. Participation and Engagement

- Please come to class on time.
- The course has great interactive elements. I will ask critical issues/questions and seek responses all the way. 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 the class in which participants appreciate and learn from each other.
- People learn best when they are active. Your active participation is essential to this class. Participation is more than just attending class and asking occasional questions. 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 every class, listening carefully, asking thoughtful questions that can stimulate your classmates, responding respectfully to peers, and engaging productively in all class cases/exercises etc.
- Studying textbook and readings before a class is highly recommended. I will present textbook material and elaborate its business implications. However, I am not able to cover all of textbook material in my lectures. Your study prior to a class will be very helpful for participating in discussion and learning effectiveness. You are very welcome to discuss any course-related issues with me.
- The design of a marketing plan will be practiced along with the course schedule.

2. Open book midterm exam.

- Although I expect you to learn through weekly participation and engagement, I hope you also can learn from established knowledge and wisdom. The purpose of a written examination is to help you to remember and reflect
what you learn in the class.

- You can bring any written documents with you. You also can use electronic devices such as translation machine, laptop, and tablet PC during the exam; but you should turn off internet and cell phone. The questions will be from PPT slides, textbook chapters, and concepts highlighted or discussed in the class.

3. Group-based case presentation/discussion and write-up

- Participants are expected to form several groups. Group members are expected to be as diverse as possible.
- Each group is expected to lead a case with 40-50 minutes. Additional points will be added to groups who volunteer to lead a second case (if any). The cases will be assigned to groups on a lottery basis. The designated group is required to present a case with PPT slides and lead some discussions (So, asking 'right' questions is important). It is highly encouraged for a group to apply creative approach (e.g., video, role-play, debate ...) and to find additional material to support the presentation and discussion.
- Each group is expected to discuss every case before a class. Every group needs to submit a write-up (1-2 pages) for each of the assigned cases, listed below. The write-up should **summarize the case and answer the key question**.

<table>
<thead>
<tr>
<th>Group number</th>
<th>Case number for write-up</th>
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<tbody>
<tr>
<td>Odd</td>
<td>Case 1, 3, 5, 7, 9</td>
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<tr>
<td>Even</td>
<td>Case 2, 4, 6, 8, 10</td>
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* The leading groups do not have to submit write-ups for the case they present.
* Additional points will be added to groups who write additional write-up.

- The write-up and the PPT need to be uploaded to the MOODLE system **by 6:00pm, Tuesday**. Late submission will significantly affect the score of every group member. All presentation material (including revised PPT and ancillaries) should be submitted after the class.
- Every group member should contribute equally to the group. Your final grade in this area will be based on peer review of your team members.

4. Group-based term project

- Please select a product that you feel interested and design a marketing proposal for the product. Remember that a 'product' can be a service, an idea, or something 'implicit'... etc.
- The proposal should follow the writing style of the cases that we use in the class. The proposal needs to design discussion questions and put them at the end of the text! The proposal needs to be ORIGINAL. Plagiarism will be totally failed. Please include reference list in the paper.
- In addition to references, the term paper should be about 10-12 pages (12-point font, double space, Times New Roman). Each group should apply a creative approach to present its proposal and lead discussion in the designated classes. Each group will be verbally commented by its next group (e.g., Group *1 will be commented by Group *2) and all participants after they make the presentation. The comments will include: the degree of creativity, the degree of feasibility (marketability), the degree of clarity, quality of PPT slides, and case-leading (asking-responding) style. The quality of the presentation will be graded by classmates.
Each group needs to decide its topic (including the product) and formally inform of TA by November 21st. However, I encourage you to select it as early as possible. Once a real event or a company is chosen, the other groups need to change their targets.

Every group member should contribute equally to the group. Your final grade in this area will be based on peer review of your team members.

All material related with the term paper needs to be uploaded to the MOODLE system by January 20th, 2013.

Grading Policy

1. Attendance, participation, and engagement (25%)
2. Open book midterm-exam. (25%)
3. Group case presentation, write-up, and other group assignments (25%)
4. Group term paper (presentation and written report) (25%)

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<th>Attendance, participation, &amp; engagement 25%</th>
<th>Midterm exam 25%</th>
<th>Group case presentation/write-up/assignments 25%</th>
<th>Group term paper (presentation and written report) 25%</th>
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<td>Written Communication 20%</td>
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<td>Creativity and Innovation 15%</td>
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Textbook and Case Book


Reference Materials

8. *3 and *4 are designated for PhD students. Additional tasks will be assigned to PhD students as well.

**Course Schedule**

**Week 1 (9/19) — Course Introduction**

**Week 2 (9/26) — Cultivating a Strategic Marketing Perspective: An Overview**
- Cravens & Piercy (2009), chapter 1

**Week 3 (10/3) — Markets and Competitive Space**
- Cravens & Piercy (2009), chapter 2
- *Case 1: Cola Wars- Coca-Cola vs. Pepsi (chap. 5)*

**Week 4 (10/10) — National Day (No class)**

**Week 5 (10/17) — Strategic Market Segmentation**
- Cravens & Piercy (2009), chapter 3
- *Case 2: Euro Disney- Bungling a Successful Format (chap. 15)*

**Week 6 (10/24) — Strategic Customer Relationship Management and Capabilities for Learning about Customers and Markets**
- Cravens & Piercy (2009), chapters 4 & 5
- *Case 3: Southwest Airline- Success Is Finally Contested (chap. 18)*

**Week 7 (10/31) — Market Targeting and Strategic Positioning**
- Cravens & Piercy (2009), chapter 6
- *Case 4: Harley Davidson- Creating An Enduring Mystique (chap. 9)*

**Week 8 (11/7) — Strategic Relationships & Value Chain Strategy**
- Cravens & Piercy (2009), chapter 7 & 10
- *Case 5: Ford Explorers with Firestone Tires- A Killer Scenario Ill Handled (chap. 23)*

**Week 9 (11/14) — Midterm Exam**

**Week 10 (11/21) — Innovation and New Product Strategy**
Cravens & Piercy (2009), chapter 8
Case 6: Google- An Entrepreneurial Juggernaut (chap. 2)
The selection of term project topic is due today

Week 11 (11/28) — Strategic Brand Management
Cravens & Piercy (2009), chapter 9
Case 7: Nike- A Powerhouse Brand (chap. 19)

Week 12 (12/5) — Guest Speech
Speaker & Topic: TBD

Week 13 (12/12) — Pricing Strategy
Cravens & Piercy (2009), chapter 11
Assignment: Practicing a marketing proposal

Week 14 (12/19) — Promotion, Advertising and Sales Promotion Strategies
Cravens & Piercy (2009), chapter 12
Case 8: Maytag- An Incredible Sales Promotion in England (chap. 16)

Week 15 (12/26) — Sales Force, Internet and Direct Marketing Strategies
Cravens & Piercy (2009), chapter 13
Case 9: MetLife- Deceptive Sales Practices (chap. 22)

Week 16 (1/2) — Market-Driven Organizations, Strategy Implementation and Control
Cravens & Piercy (2009), chapter 14 & 15
Case 10: McDonald’s Rebirth Through Moderation (chap. 8)

Week 17 (1/9) — Term Project Presentation (I)
Week 18 (1/16) — Term Project Presentation (II)

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.