

**THE UNIVERSITY OF HONG KONG
FACULTY OF BUSINESS AND ECONOMICS**

**School of Business
MKTG3531: Strategic Marketing Management
Spring Semester 2017**

GENERAL INFORMATION

Instructor: Dr. Zhongqiang (Tak) Huang

Email: takhuang@hku.hk

Consultation times: By appointments

Assignment box: To be announced

Class A: Monday 11:30 – 12:20 (KK102)
Thursday 10:30 – 12:20 (KK102)

Class B: Monday 14:30 – 15:20 (MB141)
Thursday 13:30 – 15:20 (MB141)

Pre-requisites: **BUSI1004 Marketing / MGMT2501 Introduction to Marketing (This class is open to 2-, 3-, 4-year students who completed BUSI1004 or MGMT2501.)**

Other important details: Lecture notes will be posted on the Moodle course website before each class. Supplementary readings will be handed out in class or uploaded in the course website.

COURSE DESCRIPTION

This course is aimed to provide advanced undergraduate students with knowledge and experience for the design of effective marketing strategies from a general management perspective. It examines the marketing management concepts underlying both consumer and industrial marketing strategy and tactics. Strategic marketing focuses on the concepts and processes involved in developing market-driven strategies. The key challenges in formulating market-driven strategies include: (1) acquiring a shared understanding throughout the organization about the current market and how it may change in the future, (2) identifying opportunities for delivering superior value to customers, (3) positioning the organization and its offerings to best meet the needs of its target markets, and (4) developing a coordinated marketing program to deliver superior customer value. This course is action-learning-oriented and involves running simulations of marketing strategies throughout the semester.

COURSE OBJECTIVES

1. Provide a capstone class for undergraduate students with prior background in marketing to integrate their learning in marketing (“pull it all together”).
2. Help students learn to think strategically when making and implementing marketing decisions (“strategic decision making”).
3. Help students learn to apply specific analytical approaches and tools for understanding customers, competition, and markets (“applications of marketing data and information”)
4. Help students to develop an appreciation for the relationship between marketing and the other functional areas of business.

COURSE LEARNING OUTCOMES

Through the semester, students are expected to:

CLOS1: Develop understanding about what is involved in making marketing decisions, including product, price, promotion, and place decisions to create a marketing mix.

CLOS2: Acquire an overview on the contemporary issues in marketing and the unique challenges faced by marketing managers in the dynamic business environment.

CLOS3: Develop insights into how differences in economic, cultural, social, political, and legal environments can affect marketing decisions.

CLOS4: Develop strategic thinking in the context of complex problems and challenges faced by the contemporary executives and managers.

CLOS5: Acquire the necessary analytical and conceptual skills for developing successful marketing programs.

CLOS6: Discover sources of information for researching and evaluating product markets.

CLOS7: Communicate effectively about marketing issues in group discussions, oral presentations and written reports.

CLOS8: Work effectively as a team member in analyzing marketing issues.

ALIGNMENT OF PROGRAM AND COURSE OUTCOMES

| Aligned Program Learning Outcomes | Course Learning Outcomes (CLOs) |
|---|--|
| 1. Acquisition and internalization of knowledge of major business disciplines | CLOS1, CLOS2, CLOS3, CLOS6 |
| 2. Application and integration of knowledge | CLOS4, CLOS5, CLOS6 |
| 3. Inculcating professionalism and leadership | CLOS1, CLOS4, CLOS7, CLOS8 |
| 4. Developing global outlook | CLOS2, CLOS3, CLOS4, CLOS6 |
| 5. Mastering communication skills | CLOS7, CLOS8 |

COURSE TEACHING AND LEARNING ACTIVITIES

| Course Teaching and Learning Activities | Expected contact hour | Study Load (% of study) |
|---|------------------------------|--------------------------------|
| TLA1. Lectures Instructor will give lectures on major concepts and issues, and will show video clips to help students better understand the international business issues. | 40hrs | 30% |
| TLA2. Class Discussions and Participation Students will be asked to actively participate in all class discussions and share recent company news with other students. | 30hrs | 20% |
| TLA3. Homework Homework will be designed to develop students’ ability to summarize | 20hrs | 15% |

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| major issues, apply the concepts, evaluate and provide reasonable solutions in a business situation. TLA4. Simulation Project Students will develop analytical and decision-making skills through hands-on experience in formulating & implementing market-driven strategies in a competitive environment, and develop ability to prepare and deliver a professional marketing presentation and work as a team. | 30hrs | 20% |
| TLA5. Case Studies Students will be scheduled to discuss several cases dealing with particular aspects of decision making from a variety of contexts, and also write group or individual reports. | 20hrs | 15% |
| Total | 140hrs | 100% |

ASSESSMENT

| Assessment Methods | Weight | Aligned Course Learning Outcomes |
|------------------------------|-------------|----------------------------------|
| A1. Mid-term Exam | 20% | TLA 1, 2, 3, 4, 5 |
| A2. Final Exam | 30% | TLA 1, 2, 3, 4, 5 |
| A3. Group Project/Simulation | 35% | TLA 1, 2, 3, 4, 5 |
| A4. Class participation | 15% | TLA 1, 2, 3, 4, 5 |
| Total | 100% | |

STANDARDS FOR ASSESSMENT

Course Grade Descriptors

| | |
|-----------|---|
| A+, A, A- | <p>Report: Provide detailed documentation of all facts, effectively defend all reasoning and proposals, make accurate analyses to all problems and issues, and give insightful responses to all questions. Free from flawed reasoning, inconsistencies, and unsupported conclusions. Utilize correct punctuation, proper capitalization, and provide appropriate citations (where necessary) for all parts of writing.</p> <p>Presentation: Organize and present appropriately, clearly and proficiently for all major points, make all slides professional and readable, deliver effectively all contents, and finish presentation on time.</p> |
| B+, B, B- | <p>Report: Provide detailed documentation of most facts, effectively defend the majority of reasoning and most proposals, make accurate analyses to most problems and issues, and give insightful responses to most questions. Have a little flawed reasoning, a few inconsistencies, and unsupported conclusions. Utilize correct punctuation, proper capitalization, and provide appropriate citations (where necessary) for most parts of the report.</p> <p>Presentation: Organize and present appropriately, clearly and proficiently for most major points, make most slides professional and readable, deliver effectively most contents, and finish presentation on time.</p> |
| C+, C, C- | <p>Report: Provide detailed documentation of some facts, effectively defend part of reasoning and some proposals, make accurate analyses to some problems and issues, and give insightful</p> |

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|--------------|--|
| <p>D+, D</p> | <p>responses to some questions. Have flawed reasoning, some inconsistencies, and unsupported conclusions. Fail to utilize correct punctuation, proper capitalization, and provide appropriate citations (where necessary) for part of the report.</p> <p>Presentation: Organize and present appropriately, clearly and proficiently for some major points, make some slides professional and readable, deliver effectively some contents, and barely finish presentation on time.</p> <p>Report: Provide detailed documentation of a few facts, effectively defend a minor part of reasoning and a few proposals, make accurate analyses to a few problems and issues, and give insightful responses to a few questions. Have considerable amount of flawed reasoning, many inconsistencies, and unsupported conclusions. Fail to utilize correct punctuation, proper capitalization, and provide appropriate citations (where necessary).</p> <p>Presentation: Organize and present appropriately, clearly and proficiently for a few major points, make a few slides professional and readable, deliver effectively a few contents, and fail to finish presentation on time.</p> |
| <p>F</p> | <p>Report: Fail to provide detailed documentation of facts, effectively defend reasoning or proposals, make accurate analyses to problems and issues, and give insightful responses to questions. Have seriously flawed reasoning, numerous inconsistencies, and unsupported conclusions. Fail to utilize correct punctuation, proper capitalization, and provide appropriate citations (where necessary).</p> <p>Presentation: Fail to organize and present appropriately, clearly and proficiently for major points, make slides professional and readable, deliver effectively contents, and finish presentation on time.</p> |

Assessment Rubrics for Each Assessment (Please provide us the details in a separate file if the space here is not enough)

A1-2. Exams (50%):

There will be two written exam for the semester, worth 20% and 30% of your final grade respectively. The exam will be a combination of multiple choice and case/essay questions, covering information from texts as well as lectures. Therefore, keeping up with the reading of texts and attending class is strongly recommended.

A3. Marketing Strategy Simulation: (35%):

A simulation software will be used throughout the course. This marketing strategy simulation will serve as a continuing, evolving “project” in which students will assume marketing management roles. Within the marketing strategy simulation, each group (up to a maximum of 8 groups) of 6-8 students will be charged with the responsibility for developing and executing marketing strategies and plans for a firm. In addition to making marketing decisions, each group will have to submit a marketing plan and make a presentation of their strategies (at the end of the term). Project details will be released during class. The grade distribution for the project is based on 1) Marketing Plan 10%, 2) Firm Business Performance in Simulation 10%, and 3) Business Plan Presentation 15%. Students who enroll this course are required to buy a simulation software. It will be announced which software will be used and how much it is before the semester. But currently, the full cost of adopting this simulation is around US\$45 per student. Each student enrolled in this course will have to pay approximately HK\$200 with the remaining cost covered by the School. The cost may be changed depending on the pricing of the software company later. But the price difference will not be significant. At the end of the semester, your contribution to the group project will be evaluated by each of your group members.

For this purpose, a peer evaluation form (confidential) will be handed out by the end of the semester. *In case of poor participation, your group project grade is subject to discount in proportion to your percentage-based confidential peer evaluation score.*

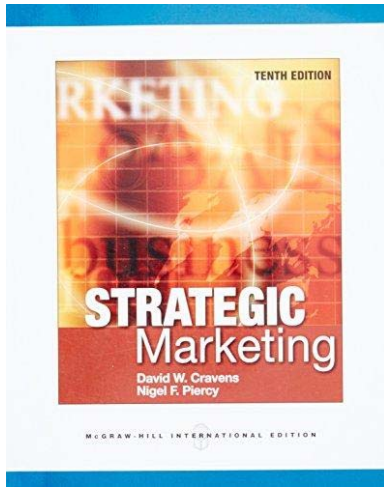
A4. Class Participation (15%)

Attendance is a necessary condition for class participation. There is a minimum requirement of 70% attendance to pass any marketing classes. In case of absence, you need to seek my approval before class. Unreported absence will be penalized. Only under extenuating circumstances, such as medically documented sickness, and participation in a University-sponsored activity, will absences be excused. Note that there will be NO make-up for not attending the class. In case of not attending the class, students are responsible to catch up by themselves. Most classes are accompanied with small cases discussion. You are expected to actively participate in the class discussion. Your participation grade will be based on class attendance (**on time**), the quality/frequency of your comments, and your answers to the questions. Class participation will be graded based on the subjective assessment of the instructor.

COURSE CONTENT AND TENTATIVE TEACHING SCHEDULE

❖ Textbook

***Strategic Marketing (10th Edition)* by David W. Cravens and Nigel F. Piercy**



❖ Please refer to the attached course teaching plan for tentative teaching schedule.

REQUIRED/RECOMMENDED READINGS & ONLINE MATERIALS (e.g. journals, textbooks, website addresses etc.)

To be announced.

MEANS/PROCESSES FOR STUDENT FEEDBACK ON COURSE

- conducting mid-term survey in addition to SETL around the end of the semester
- Online response via Moodle site
- Others: _____ (please specify)

COURSE POLICY (e.g. plagiarism, academic honesty, attendance, etc.)

Professionalism:

You are expected to exhibit the *highest* level of professionalism and courtesy in and out of class.

Minimum behavioral expectations include:

- Turn off cell phones, beepers, and pagers while in class
- Refrain from using laptops or any other electronic devices which may be distracting
- Arrive punctually to class (if you have to be late in arrival or to depart early, please find a seat close to the door in a non-disruptive manner)

Plagiarism, cheating, and other misconducts:

Academic dishonesty will NOT be tolerated. All materials submitted in this course must be your own original work. Any material not completely original must be credited to the proper source.

See also <http://www.hku.hk/plagiarism/>

ADDITIONAL COURSE INFORMATION (e.g. e-learning platforms & materials, penalty for late assignments, etc.)

TENTATIVE TEACHING PLAN (This schedule is subject to change.)

| Date | Week | Topics | Readings & Tasks |
|-------------|-------------|---|--|
| 16-Jan | 1 | Course Introduction | Ch. 1; Team up with others |
| 19-Jan | | Understanding the Market (Consumer Insight) | Ch. 2; Ch. 3 |
| 23-Jan | 2 | Understanding the Market (Market Segmentation Insight) | Ch. 2; Ch. 3 |
| 26-Jan | | Understanding the Market (Competitor Insight) | Ch. 2; Ch. 3 Read LINK™ Manual Submit the group assignment form |
| 30-Jan | 3 | Chinese New Year Holiday [No Class] | |
| 2-Feb | | Chinese New Year Holiday [No Class] | Read LINK™ Manual Feb. 2: Last day for add/drop |
| 6-Feb | 4 | Business Library Resources | Ch. 5 |
| 9-Feb | | Introduction to LINKS™ | Read LINK™ Manual |
| 13-Feb | 5 | First Board Meeting - LINKS™ | LINKS™ Decision 1 |
| 16-Feb | | Market Opportunity | Ch. 4; Ch. 6 |
| 20-Feb | 6 | Case Discussion #1 | LINKS™ Decision 2 |
| 23-Feb | | Strategic Focus & Positioning Strategy | Ch. 4; Ch. 6 |
| 27-Feb | 7 | Value Creation and Innovation | Ch. 8; LINKS™ Decision 3 |
| 2-Mar | | Mid-term EXAM | |
| 6-Mar | 8 | Reading Week [No Class] | LINKS™ Decision 4 |
| 9-Mar | | Reading Week [No Class] | |
| 13-Mar | 9 | Case Discussion #2 | LINKS™ Decision 5 |
| 16-Mar | | University Holiday [No Class] | |
| 20-Mar | 10 | Second Board Meeting - LINKS™ | LINKS™ Decision 6 |
| 23-Mar | | Branding Strategies | Ch. 9 |
| 27-Mar | 11 | Value-Chain Strategies | Ch. 10; LINKS™ Decision 7 |
| 30-Mar | | Pricing Strategies | Ch. 11 |
| 3-April | 12 | Case Discussion #3 | LINKS™ Decision 8 |
| 6-April | | Promotion Strategies & Performance Metrics | Ch. 12 |
| 10-April | 13 | Review for Final Exam | LINKS™ Decision 9 |
| 13-April | | LINKS™ Future Business Plan Presentation | |

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| 17-April | 14 | Easter Holiday [No Class] | |
| 20-April | | LINKS™ Future Business Plan Presentation | |
| 24-April | 15 | LINKS™ Future Business Plan Presentation | |
| 27-April | | Final Exam | Deadline for Group Report Submission |