

School of Marketing and International Business

MARK 211 MARKETING MANAGEMENT

Trimester One 2007

COURSE OUTLINE

Contact Details

Sarena Saunders, Lecturer in Marketing, Room 1102, Rutherford House, Telephone 463-6933, Email Sarena.Saunders@vuw.ac.nz. Sarena will be located in Rutherford House 1102 for student questions and discussions from 9-11am on Thursdays. In addition, students can access the course coordinator using the Discussion Board forums on Blackboard.

Class Times and Room Numbers

Monday	11.30 am - 1.30 pm	in RH LT1
Thursday	11.30 am - 12.20 pm	in RH LT1

Commencing 26 February 2007

Course Objectives

Marketing Management is a strategic function within the firm requiring skills in market analysis, identifying fundamental shifts in customer needs and buying patterns, and crafting key elements of the marketing mix into a coherent marketing strategy. This course develops both theoretical and applied aspects of formulating and implementing marketing strategies for products and services in different marketing environments. Central to the development of marketing strategies is an understanding of market definition and an analysis of demand.

Students of this course will also become familiar with essential financial terms in analysing marketing opportunities. It is almost always necessary to determine the economic consequences of alternative courses of action, or of alternative sets of assumptions, in the analysis of a marketing opportunity and the development of marketing strategies.

After completion of this course, students should be able to:

1. Explain and apply marketing concepts underlying strategic marketing and tactical marketing.
2. Identify underlying factors that must be considered in developing a marketing strategy.

3. Apply techniques for undertaking strategic market analysis and formulating marketing strategies and marketing mix programs.
4. Apply financial problem-solving techniques to marketing opportunity analysis.

Course Text

The required course text for MARK 211 is:

J P Gultinan, GW Paul and TJ Madden, Marketing Management Strategies and Programs, 6th edition, McGraw-Hill, 1997 or 2003.

The following text is optional:

Nicholas Ashill, Strategic Marketing Management Case Book, McGraw-Hill, 2002.

The course text can be purchased from the University Bookshop. For study purposes, you are strongly recommended to take notes from the Gultinan, Paul and Madden text. The Strategic Marketing Management Case Book has been specifically written to illustrate concepts advocated by Gultinan, Paul and Madden using New Zealand material.

It is particularly important that you read assigned chapters **before** attending each lecture and tutorial. Advanced preparation and participation will play a vital part in your reaching the objectives for the course. Each lecture will comprise two parts the first will use a lecture format; the second will involve problem analysis. The course controller of MARK 211 will demonstrate application of marketing management concepts to assist students to complete the internally assessed component of the course.

Expected Workload

Students should generally spend up to 15 hours per week on MARK 211 which includes attending lectures, tutorials, and reading the textbook and going over material in Blackboard.

Assessment Requirements

MARK 211 is assessed by an external examination (40%) and internal work (60%). The internal assessment is structured as follows:

Internal assessment

- | | |
|------------------------------------|-----|
| 1. Strategic Market Analysis Paper | 40% |
| 2. Marketing Strategy Paper | 20% |

Examination	40%
--------------------	------------

Total	100%
--------------	-------------

Tutorial Work

The preparation of tutorial material is an essential part of MARK 211. A tutorial list will be posted on the notice board in Rutherford House in Week 2 2007. This list will also be posted

on Blackboard in the Tutorials folder. Tutorials will commence in **Week 3**, the week beginning **12 March 2007**. Tutorial material relates to the two internally assessed papers. Details of tutorial preparation are attached. Preparation of this material is vital to the successful completion of these papers. Students should expect to spend on average one to two hours a week preparing for tutorials.

Internal Assessment

You will be required to submit two assignments, Strategic Market Analysis Paper and Marketing Strategy Paper – details of which are contained later in this outline. Students should start thinking about these early, it will save many late nights the week they are due!

The Examination

The examination will account for 40% of the student's overall mark. Students will be notified about the format of the examination during the last lecture. The Strategic Market Analysis and Marketing Strategy Papers will provide essential learning material for the examination. Previous examination papers are located on Blackboard.

Assignment One: The Strategic Market Analysis Paper

Choose a product or service in a market of your choice (see the Banned Product list on page 8). Complete a strategic market analysis for this product or service. The paper should detail the relevant market for this product/service, primary and selective demand (market analysis), target marketing and competitive positioning and market measurement.

You must draw upon relevant articles in the marketing literature to support your work and attach these to the written report. The report should be no less than 3000 words and no more than 5000 words (excluding relevant tabulations, appendices etc).

Submission Date: **Monday 23 April 2007 at 4pm**. Please hand the assignment to the Marketing assignment box located in Rutherford House.

Guidelines for Assignment One

Introduction: 500 words

Identify the product/service and provide a brief Industry background. Outline the objective of the paper.

Main Body (2000-4000 words)

What is the relevant market? Justify your choice.

Analyse primary demand/selective demand over past 3 years for this relevant market. How is primary/selective demand currently changing?

How is the relevant market segmented? Justify your choice of segmentation criteria.

Analyse competition in this relevant market.

Estimate market potential for this product/service.

What are the potential target markets for this product/service? Why?

Conclusion (500 words)

Summarise your findings pertaining to the relevant market, primary/selective demand changes, segmentation, competition, market measurement and choice of target markets and BRIEFLY outline the possible implications of your findings for marketing strategies and over the next 2 years (the starting point for Assignment 2).

Assignment One Structure

1. Introduction

- Product/service or company chosen
- Parameters of the question: what is the assignment asking you to do and how to you propose to answer
- Brief industry background

2. Main Body – Situational Analysis Key Steps

- Product/market structure
- Relevant Market and justification
- Primary Demand analysis
 - Buyer Identification
 - Factors affecting the willingness to buy
 - Factors affecting the ability to buy
- Changes in Primary Demand over the past 3 years
 - Have new forms/classes emerged over the past 3 years (as indicated in the product/market structure)?
 - Have forms/classes disappeared over the past 3 years?
 - What forms/classes are growing and why?
 - What forms/classes are declining and why?
 - Has Buyer ID changed over the past 3 years? If so in what way?
 - Has the willingness/ability to buy changed over the past 3 years? If so how?
- Selective Demand analysis
 - What does the decision-making process look like and why?
 - What are the relevant attributes in the buying process (determinant, defensive and optional)?
- Changes in Selective Demand over the past 3 years
 - Has the decision-making process of buyers' changed over the past 3 years? If so in what way?
 - Have there been changes in the importance buyers place on different attributes? If yes, in what way have attributes changed?
- What basis for segmenting the Relevant Market makes sense? Any? Why?
- Competitive Analysis of the Relevant Market
 - Who are the major competitors comprising the relevant market?
 - What are the competitive forces at work within the relevant market? (Porter's 5 forces model)
 - Competitor strength grids/strengths and weaknesses
 - Perceptual maps (positioning)
- Market Measurement – absolute and relative market potential (NPQ). Remember the objective here is to determine the existence or otherwise of a primary/selective demand GAP. Attempt to work NPQ but if this proves not possible because of a lack of information, go back to the key diagnostic questions given that these act as a proxy for market measurement. In other words:
 - Are there new buyers in the Relevant Market who have or could have the willingness/ability to buy?
 - Could the willingness/ability of existing customers be increased? For example, buy more often or buyer larger volumes?
 - If the answer to both questions is NO, then a primary demand gap does NOT exist.
- Target Market Identification – what are the most attractive segments to target and why? (Segmentation evaluation criteria, relative market potential, competition assessment findings and likely competitor reaction to what we do)

3. Conclusion

- Summary of key findings pertaining to the situational analysis
- Briefly, what are these findings telling you in terms of marketing strategy choice i.e. primary and/or selective demand?
 - Market measurement findings
 - Competitor assessment findings
 - Segmentation evaluation findings
 - Life Cycle analysis
 - Resources and Internal Capabilities

Assignment Two: The Marketing Strategy Paper

Using the same product or service, write a paper outlining a suitable marketing strategy for the next 2 years. This paper should detail appropriate marketing strategies taking into consideration your findings from the Strategic Market Analysis Paper.

Submission Date: **Monday 21 May 2007 at 4pm.** Please hand the assignment to the Marketing assignment box located in Rutherford House.

Again, you must draw upon relevant articles in the marketing literature to support your work and attach these to the written report. The report should be no less than 1500 words and no more than 2500 words (excluding relevant tabulations, appendices etc).

Guidelines for Assignment Two

Introduction (500 words)

Briefly recap on main findings from assignment 1 (use summary).

Introduce the two types of marketing strategies (primary and selective) and define.

Outline the objectives/parameters of the question.

Main Body (1000-1500 words)

Identify which marketing strategies are relevant over the next 2 years and why?

What marketing strategy recommendations would you make to increase primary and/or selective demand? And why?

Summary and Conclusion (500 words)

Summarise your marketing strategy recommendations and your justification.

Important Assignment Information and Penalties

1. Late Penalty: In fairness to other students, work submitted after the deadline will incur a penalty for lateness. Late assignments will carry a penalty of 5% for each day late. In the event of unusual circumstance e.g. serious illness, family bereavement, students should discuss waiver of the penalty with the course lecturer.
2. Word Count: Clear word count limits are stated for these assignments. Failure to adhere to these limits will incur a penalty of 2.5% for each 500 words over the limit.
3. “Banned” Products: There are a number of products and services that cannot be chosen for these assignments. These include any of the products or services discussed in the textbook (Guiltnan Paul and Madden), the Strategic Marketing Management case study book, and the following products, cellphone providers, airlines, energy

drinks, large multi-national chains (Dell, KFC, McDonalds, etc), Banks, and gyms.

4. Referencing: Proper and accurate referencing is required in these assignments. Students are encouraged to use the lectures or tutorials for example, or by the lecturer/tutor concerned at a pre-arranged time and place. 'SMIB Guidelines for Written Material and Referencing' for information as to how to present, submit, organize and reference their work. These guidelines, including examples of appropriate essay, report, and academic research formats are available on Blackboard.
5. Returning Assignments: Where possible assignments will be returned to students in class (during lectures or tutorials for example), or by the lecturer/tutor concerned at a pre-arranged time and place. In accordance with University policy all uncollected assignments will be held by the SMIB office (RH 1121) for three months following the end of term, and then disposed of.

Accessing Web Resources

You will be able to access the course outline, course notes, case studies and other learning material (e.g. short problems, case studies, readings, examination questions) via Blackboard. The address is: <http://blackboard.vuw.ac.nz>. You will be asked for your SCS username and student ID. Click on the MARK 211 course heading under My Courses.

It is up to you to make sure that you check Blackboard on a regular basis. The lecturer or tutors cannot be held responsible if you do not check the notices or the various Discussion Boards frequently.

Mandatory Course Requirements

To obtain terms in MARK 211, students must:

1. Attend 6 out of the 8 scheduled tutorials.
2. Submit the Strategic Market Analysis Paper and the Marketing Strategy Paper on the due dates as outlined above.
3. Attain a minimum grade of 40% in the final examination.

The overall pass mark for this course will be 50% of the total marks i.e. 50/100. Failure to meet terms requirements will jeopardise your ability to accumulate sufficient marks to pass the course.

Timetable

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Reading</u>
Week 1	26 February	Course Introduction and Overview The scope of Marketing Management	
	1 March	The Marketing Planning Process Corporate, Strategic and Tactical Planning <i>Case: American Express (Corporate Planning)</i>	Chapters 1, 2
Week 2	5 March	Market Analysis	Chapter 3
	8 March	Market Analysis <i>Case: Icebreaker (Product Market Structure)</i>	Chapter 3
Week 3	12 March	Segmentation and Competitive Analysis	Chapter 4
	15 March	Segmentation and Competitive Analysis <i>Case: Macpac</i>	Chapter 4
Week 4	19 March	Market Measurement	Chapter 5
	22 March	Profitability and Productivity Analysis <i>Case: Dot Publishing (Profitability)</i>	Chapter 6
Week 5	26 March	Marketing Strategies and Positioning	Chapter 7
	29 March	Marketing Strategies and Positioning	Chapter 7
Week 6	2 April	New Product Development	Chapter 8
	5 April	Product Development Programs <i>Case: Wallace Crossley (Payback and NPV)</i>	Chapter 8

MID-TRIMESTER BREAK

Week 7	23 April	Pricing Programs	Chapter 9
	26 April	Pricing Programs <i>Case: Healthy Spring Water</i>	Chapter 9
Week 8	30 April	Advertising Programs	Chapter 10
	3 May	Sales Promotions Programs <i>Case: Terry Tate and Presto</i>	Chapter 11
Week 9	7 May	Sales and Distribution Programs	Chapter 12
	10 May	Sales and Distribution Programs <i>Case: Right Hemisphere</i>	Chapter 13
Week 10	14 May	Coordination and Control	Chapter 14
	17 May	Coordination and Control <i>Case: Coke vs. Pepsi; Parcel and the Wall</i>	Chapter 15
Week 11	21 May	Marketing Planning in the Real World	
	24 May	Marketing Planning in the Real World	
Week 12	28 May	Course Overview AND Examination Guidelines	
	31 May	Question and Answer Session	

Important Notes:

- 1. The better prepared you are for the lectures the more information and knowledge you will gain out of them – all of which will be relevant for the assignment, the final examination or both.**
- 2. The weekly PowerPoint slides will be published for all lectures and will be available on Blackboard 48 hours prior to classes. Overhead transparencies will not be made available to students.**

Tutorial Preparation Material

Tutorial 1

Week 3: Week Commencing 12 March 2007

Topic: Market Analysis: Chapter 3

Preparation Required: For the product or service you have chosen for the Strategic Marketing Analysis Paper, you will need to tackle the following:

- a) Define the relevant market for the product or service.
- b) Analyse primary and/or selective demand for the relevant market.

Tutorial 2

Week 4: Week Commencing 19 March 2007

Topic: Market Analysis (Continued)

Tutorial 3

Week 5: Week Commencing 26 March 2007

Topic: Segmentation and Competitor Analysis: Chapter 4

Preparation Required: For the same product or service, you will need to:

- a) Define market segments.
- b) Assess the competition.
- c) Identify potential target markets.

Tutorial 4

Week 6: Week Commencing 2 April 2007

a) **Topic: Market Measurement: Chapter 5**

Preparation Required: For the same product or service, you will need to:

- b) Estimate absolute and/or relative market potential.
- a) Attempt NPQ (where necessary) to evaluate these 'gaps'.

Tutorial 5

Week 7: Week Commencing 23 April 2007 – **FIRST ASSIGNMENT DUE**

Topic: Marketing Strategies and Positioning: Chapter 7

Preparation Required: In light of the material you have covered in previous weeks (strategic market analysis), you now need to think about marketing strategies for the product or service over the next 2 years. Specifically:

- a) Is the best opportunity to expand primary demand or selective demand? Why?
- b) What marketing strategy recommendations would you make to increase primary or selective demand? Why?

Tutorial 6

Week 8: Week Commencing 30 April 2007

Topic: Marketing Strategies and Positioning (Continued)

Tutorial 7

Week 9: Week Commencing 7 May 2007

Topic: Marketing Strategies and Positioning (Continued)

Tutorial 8

Week 10: Week Commencing 14 May 2007

Topic: A Look Ahead...

Preparation Required: Having now completed a situational analysis for a product or service of your choice it is time to become a Marketing Consultant. Given what you have learned in the course to this point pick one of the case studies in the Strategic Marketing Management Casebook (excluding Body Piercing), and critique its approach. This provides a crucial starting point for the revision of this course.

- a) For example, has the product market structure been drawn correctly, are the segments consistent, are there competitor tools that would have been more appropriate?
- b) Be prepared to defend your critique in tutorials.

Important Note:

Tutorials 1-4 address Assignment 1 - The Strategic Market Analysis Paper

Tutorials 5-7 address Assignment 2 - The Marketing Strategy Paper

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty's Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office is available for the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar or go to www.vuw.ac.nz/policy.

For information on the following topics, go to the Faculty's website www.vuw.ac.nz/fca under Important Information for Students:

- Academic Grievances
- Academic Integrity and Plagiarism
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support
- Notice of Turnitin Use

Manaaki Pihipihinga Programme

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.
