



Marketing Strategy - MKT 5750
Fall 2007

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SYLLABUS

This is a capstone course which brings together all of the fields of marketing in order to optimize the competitive strategies and profitability of the firm. It covers a wide range of topics like planning, assessing opportunities, market forecasting, new products, strategies for different stages of the life cycle, the 4 P's, and how the Internet has changed the marketing environment. It's a wide-ranging course embodying lectures, class discussion, assignments, and case studies.

The objectives of the course are to:

1. develop your understanding of marketing strategy design, implementation, and competition between firms.
2. broaden your understanding of ethical and global issues.
3. expand on the material covered in other marketing courses, especially MKT 3000.
4. give you a high level of proficiency with marketing terms, concepts, and theories before completing your major.
5. introduce you to and improve your ability to understand and analyze business cases.

This is also a communications intensive course (CIC) to help you improve your writing, speaking and presentation skills. There is a consultant assigned to help with this, and class assignments and exercises will be tailored to meet the goals of CIC courses.

COURSE READINGS

- 1) *Marketing Strategy: A Decision-Focused Approach*. Walker, Mullins, Boyd and Larréché. McGraw-Hill Irwin, 5th edition.
- 2) Supplemental articles and cases. These will be assigned and distributed as the course progresses.
- 3) Class notes, assignments, practice cases, exams and quizzes can be found on Blackboard. You can sign in through the CUNY portal: <https://blackboard-doorway.cuny.edu/Doorway>

COURSE ELEMENTS

I. Class Participation

You are expected to attend class regularly and participate in everyday class discussion. You must be prepared to discuss the assigned chapter readings, articles and cases at all times. Feel free to use participation as a way of getting *any* questions answered or sharing an insight or comment. It's likely that if you're wondering about something, others in the class feel the same way. Participation should be enjoyable and also help you to learn. At the same time you can also learn a lot from hearing others' comments and responding to them. Class participation and attendance count for 10% of your grade, so take them seriously!

II. Readings

The text and article readings are important and should be read before class. The text will provide you with much more detailed information than you will get from the lectures. This will make everything easier to understand and will help you to be better prepared for the classes and examinations.

III. Case Study

There will be one written case study in this course. The purpose of case studies is to allow you to analyze an actual problem in marketing strategy and make recommendations, as you would in real life. This is an individual assignment. The page limit is 6 pages. A detailed outline of the case format and the case will be distributed as the course progresses. The due date for the case is noted on the class schedule. *It's a great idea to ask the CIC writing consultant to review a draft of the case before you submit it. See item VI below.*

Note: over-length and late cases will be penalized. The penalty for late cases is a 10% for each day late.

IV. Group Project

As a group (maximum 5 students per group) you will choose and analyze competition in a global industry using Porter's 5 Forces framework, focusing on marketing-related issues. This is a comprehensive and semester long project. At the end of the semester you will present your findings to the class and also submit a written report. Details on this assignment will be provided in a separate handout.

This assignment will require you to work closely with the communications consultant. You will need to schedule a time to meet with the consultant, have your presentation videotaped and critiqued. You must set up a time for this meeting at least **one month** before the end of the semester, and actually meet with the consultant at least **one week** before your presentation (dates

are shown on syllabus). All group members must be present for this meeting. Detailed information on how to contact the consultant will be provided separately.

Group work, of course, is more difficult to coordinate. However, it is very valuable experience because you will typically work in groups in your career. You may choose your group members, so it is important that you choose people with whom you can work easily and who will be effective members of your team. You will have the opportunity to evaluate your group members at the end of the semester; I will adjust the grades if there is a clear indication from the group as to who has performed more or less.

V. Optional Assistance from Communications Consultant

Besides the mandatory meeting with the consultant for the presentation, you also can arrange optional meetings to discuss either the group project, the individual case assignment or your writing skills in general (for instance, based on the beginning of semester writing assessment). The consultant needs at least 48 hours lead time to review a draft paper, so you can submit the paper via email and then arrange for a meeting in person.

VI. Quizzes and Assignments

There will be 4 announced quizzes or assignments during the semester. Material covered will be announced in advance. These are intended to ensure that you are staying up to date with the course material or to stress particular problems in more detail. No make-up quizzes will be given, but the lowest grade on any of the 4 quizzes or assignments will be dropped. Therefore, if you miss one quiz it will not count against your grade.

VII. Examinations

There will be a midterm and a final exam. All exams consist of multiple choice and written questions. Questions will be based on **both** lectures and the readings, including the cases and supplemental articles. The date of the midterm is on the syllabus and the date and time of the final will be announced.

VIII. Optional Class Presentation

Students may do an optional class presentation on any topic relating to marketing strategy. Topics could be current events, a project of interest to the student, etc. This can only be done individually. Presentations should be no more than 5 minutes and we can only accommodate one presentation per class. Therefore, the closer we get to the end of the semester, the more likely it is that we will run out of dates on which to present. If you want to do one, you should decide to do this **early** in the semester and schedule it immediately. The presentation is graded almost entirely on your presentation skills, so it must be well prepared and rehearsed. If you decide to do this, up to 5 points will be added to your course grade.

IX. Personal and Contact Information

Please send (by email) the following information within the first few days of class:

1. given name or name by which you wish to be called.
2. please include your class (MKT 5750) and section (XZ24)
3. nationality and languages besides English
4. brief description of your work experience
5. a recent photograph of yourself. (It's OK to scan or copy the picture from your i.d. card.)

GRADING WEIGHTS

| | Total per element |
|------------------------------------|-------------------|
| Individual case | 10% |
| Group project and presentation | 20% |
| Quizzes, assignments | 10% |
| Midterm | 20% |
| Final | 30% |
| Class Participation and attendance | 10% |

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NOTE: ALL COURSE WORK MUST BE ORIGINAL AND WRITTEN IN YOUR OWN WORDS. YOU MAY QUOTE OTHER AUTHORS WHEN NECESSARY BUT THEY MUST BE APPROPRIATELY REFERENCED. YOU ARE ALSO RESPONSIBLE FOR CHECKING THE WORK OF YOUR GROUP MEMBERS. ANY CASE OF CHEATING OR PLAGIARISM WILL RECEIVE A GRADE OF 0 (OR F) AND BE REFERRED TO THE COLLEGE FOR DISCIPLINARY ACTION.

Additional information and definitions can be found at
http://www.baruch.cuny.edu/academic/academic_honesty.html

You must submit the case and the group paper by email. I will upload these files to a database called Turnitin.com. This database checks for plagiarism from the Internet or other student papers. If you do not wish to have your paper submitted to this database or have any questions about this, please let me know.

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OTHER COMMENTS

Please feel free to make appointments to see me at other times. I am happy to help with any course-related problems, discuss strategy and business issues, or provide career-related advice. I would also appreciate any suggestions you may have regarding course content or approach.

CLASS SCHEDULE

Chapters listed are from Walker, Mullins, Boyd and Larréché. Many chapters will also have supplemental readings (newspaper and magazine articles). You should read the assigned chapters and handouts before the relevant class. We will not hold to this schedule exactly so you will be informed of any changes as the class proceeds.

| DATE | READINGS AND ASSIGNMENTS | CHAPTERS |
|----------------------|--|-------------|
| 1. Aug. 28 | Introduction and initial communication assessment | Handout |
| 2. Aug. 30 | Market orientation and strategies | 1 |
| 3. Sept. 4 | Corporate-level strategies | 2 |
| 4. Sept. 6 | Corporate-level strategies (continued) | 2 |
| 5. Sept. 11 | How to do a case analysis FIRST CASE AND PRACTICE CASE WILL BE DISTRIBUTED | Notes on Bb |
| 6. Sept. 13 | No class – College closed | |
| 7. Sept. 18 | No class – Friday schedule | |
| 8. Sept. 20 on Bb | Basic Quantitative Analysis for Case Studies | Notes |
| 9. Sept. 25 | Practice case analysis | Handout |
| 10. Sept. 27 | Business-level strategies Group decides which industry to study | 3 |
| 11. Oct. 2 | Understanding markets and opportunities | 4 |
| 12. Oct. 4 | Understanding markets and opportunities (continued) | 4 |
| 13. Oct. 9 | Marketing research and forecasting | 5 |
| 14. Oct. 11 | Segmentation and targeting | 6 |

| DATE | READINGS AND ASSIGNMENTS | CHAPTERS |
|-------------|--|-----------------|
| 15. Oct. 16 | Segmentation and targeting (continued) CASE DUE | 6 |
| 16. Oct. 18 | Discussion of Case | |
| 17. Oct. 23 | Review for Midterm | |
| 18. Oct. 25 | MIDTERM | |
| 19. Oct. 30 | Discussion of midterm | |
| 20. Nov. 1 | Differentiation and Positioning | 7 |
| 21. Nov. 6 | Strategies for new markets | 8 |
| 22. Nov. 8 | Strategies for growing markets | 9 |
| 23. Nov. 13 | Strategies for mature and declining markets | 10 |
| 24. Nov. 15 | Strategies for the new economy | 11 |
| 25. Nov. 20 | Organizing and planning | 12 |
| 26. Nov. 22 | Thanksgiving | |
| 27. Nov. 27 | Measuring performance | 13 |
| 28. Nov. 29 | Group presentations – groups 1-4 | |
| 29. Dec. 4 | Group presentations – groups 5-8 | |
| 30. Dec. 6 | Group presentations – groups 9-10; end of semester communication assessment | |
| 31. Dec. 11 | Class wrap-up and review WRITTEN GROUP PROJECT DUE | |
| | FINAL EXAM: TBA | |