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**The University of Guelph**  
**Department of Marketing and Consumer Studies**  
**College of Management and Economics, Fall 2011**

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**Marketing Strategy**

**Course Number: MCS 4370 – Section**

The course outline and schedule are subject to change at the discretion of the course instructor.

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**Course Information**

Course Name:	Marketing Strategy		
Course Number:	MCS 4370		
	Course Section Information		
	Section	Location	Time
	1	MACS 121	Tuesday: 7:00-9:50

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**Instructor Information**

Instructor:	Charles Janthur, B.A, CITP, FICB, M.B.A.
Office:	MINS 259
Office Telephone:	
e-mail:	<a href="mailto:cjanthur@uoguelph.ca">cjanthur@uoguelph.ca</a>
Office Hours:	Tuesday 6:30pm – 7:00pm and 10:00pm – 10:30pm

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**Required Text**

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- Douglas West, John Ford, and Essam Ibrahim (2010), *Strategic Marketing: Creating Competitive Advantage, 2<sup>nd</sup> Edition*. Oxford University Press, ISBN 6978-0-19-955660-1 (SM)

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## Course Description & Objectives

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### Course Description:

This course focuses on the decision-making role of the marketing manager who is responsible for formulating the strategic marketing plan. The theory of selecting market target(s) for the firm's product and/or services and the development of the marketing mix (product, price, promotion, distribution) with the aid of market research and computerized information systems is covered.

**Prerequisites: 10.0 Credits, Registration in the B.Comm. Program (Marketing Management Major).**

### Course Objectives:

This course is designed to introduce the field of marketing strategy to the program student. The focus of the course will be on the role of marketing strategy in society and on its relevance to the firm, organization, and individual. The course lectures; class and case discussions; reading assignments; guest presentation(s); and the group marketing assignment will provide the student with the opportunity to learn the concepts and theories of the subject area and to apply this knowledge in a systematic and logical manner. The guest presentation(s) will provide the student with an opportunity to apply their understanding of the class teachings by asking questions of business practitioners. The group marketing strategy project will provide the opportunity to engage in a realistic business situation and experience the role of Marketing Strategy.

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## Evaluation Criteria

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As marketing strategy is a course that builds upon both marketing and other courses you have previously taken, the way in which this student is evaluated consists of different methods. These include, but are not limited to, practical and theoretical knowledge of marketing strategy; writing and communications as it pertains to marketing strategy; group work; group presentations; class contribution. The evaluation method for each of these points is reviewed below.

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## Grading

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Grading Weights for Evaluation Components	
Mid-Term Test	25%
Marketing Strategy Project	35%
Class Contribution (Including in-class, online, and Case discussions)	15%

Final Exam	25%
Total	100%

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## Individual Assignment

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Test during class of week

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## Final Exam

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There will be a final exam in this course. The focus of the exam is on marketing strategy knowledge/theory/practice. It will consist of **multiple-choice questions** directly drawn from the course text and will be worth **25% of the final grade**. The location/time of the exam will be announced during the semester and posted on the CourseLink page.

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## Marketing Strategy Project

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During the **second** week of class, students will be formed into groups. Each group will consist of 4 or 5 members (no more, no less). The purpose of the team project is to provide an opportunity to apply the theories and ideas about marketing strategy discussed within the course with actual marketing practice. During week **three** each group will start determining which company to evaluate. This will be the company upon which you must develop a new marketing strategy. The initial requirements of the project are as follows:

- (1) Once the groups are determined in week 2, each group must assign **ONE** member who will act as the main contact point person between the group and the class GTA.
- (2) During week 3, each group will provide company name or product name.
- (3) **Project Requirements**

The group is then required to;

(a) Conduct a research search (i.e., use appropriate library resources, search engines, primary research, etc.) about the product to determine the marketing strategies that are currently, and have been used, by the company to market the product in Guelph and/or Ontario and/or Canada (*DO NOT EXPLORE INTERNATIONAL MARKETING STRATEGIES*). The purpose of this research is to come up with, or determine a Marketing Strategy challenge or objective that your group will propose to solve. The research search must include at least **15** different sources (for example, newspaper/magazine articles, company information, personal experiences, customer surveys, etc.) **NO WIKIPEDIA REFERENCES**.

(b) Once the group has completed their investigation of the product/company/marketing strategy, two things are required;

- (i) Write up a marketing strategy report about the product following the recommended format below ó the paper must be **20-25 pages**, double spaced, 12 font, 1 inch margins (plus a summary of all references used).
- (ii) Prepare a marketing strategy presentation of your findings, which will be presented in class - the complete presentation must be no less than 20

minutes, and no more than 30 minutes (the group will be cut off at the 30 minute mark), plus there will be up to 5-10 minutes allotted for questions/discussion. - ***the presentation MUST NOT merely repeat what is in the written report***

- (iii) The presentation must address the following: (1) Background/history of the product (2) The group interpretation of the current marketing strategy for the product, including such things as where the product is sold, price, distribution, advertising, etc. (3) A discussion of the challenge/opportunity that the group chose to address, and why (4) Presentation of the proposed marketing strategy (5) Pertinent examples of the good the bad and the ugly of the research project process.
- (iv) Examples of challenges/opportunities that the group may want to focus on include any or all of the following; advertising, promotions, pricing, packaging, product issues, line extensions, distribution issues, retail issues, or other MARKETING related strategies although financial, organizational behaviour, or other challenges may exist the group must deliver, and support a Marketing Strategy project.

(c) All groups are required to [1] **email a soft copy of the presentation to the GTA** or if too large to email, some other format of soft copy must be provided [2] **A hardcopy of the written report**, and a **soft copy of the written report must also be sent to the GTA. THE HARD COPY AND BOTH SOFT COPIES ARE DUE AT THE START OF CLASS IN WEEK 10 REGARDLESS OF WHEN YOUR GROUP IS PRESENTING.**

**A suggested outline for the written component of the project is as follows;**

- Section 1: Introduction and Outline of Paper (~1 page)
- Section 2: Research Findings and Challenge/Opportunity Determination (6-8 pages)
- Section 3: Current Marketing Strategy for the Product (1-2 pages)
- Section 4: Group Marketing Strategy Proposal and Implementation Plan (10-12 pages)
- Section 5: Research Conclusions or Group Opinions (1-2 pages)
- Section 6: References (**Proper format only**)
- Section 7: Appendices/Exhibits

**NOTE: For each section of the written report, it should be made clear as to how your group views the expectation of the marketing strategy success in comparison to what your research findings indicated. The expectation is that there will be thoughtful and creative insights as to what your group thinks is good/bad, make sense/doesn't make sense, in terms of the product's marketing strategy as it relates to topics/theories/discussions relevant to this course. There is also an expectation that marketing strategy theory and practice will be alluded to in the report.**

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## **Grading of Marketing Strategy Project**

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There will be an overall grade for the project, worth **35% of your final grade for the course**. Each student will complete a project presentation evaluation form for each group presentation (except their own). **NOTE: There is an assumption that all group members will contribute equally to the assignment. If this is deemed (by the group) to not be the case, each group will have the opportunity to determine the grade percentage assigned to each group member. If unequal percentages are assigned, there must be supporting documentation/basis to this**

*effect. Therefore is it strongly recommended that each group track their project meetings, work, etc.*

The following is the schedule of activities/deadlines for the Marketing Strategy Project.

Date	Activity	Description
Week 2	Group Formation	Groups of 4, or 5. ó selection of ògroup contact personö
Week 3	Hand out of Project Product	Each group will have ~15 minutes to briefly meet as a group to talk about their product
Week 4	Determination of Presentation Date	Presented in class/posted on CourseLink
Week 4-10	Work on Project	Work on the background research, challenge/opportunity identification, determine marketing strategy, write up report, develop and prepare for in-class presentation
Week 11	Completion of Project Presentations	Presentations continue - Class-member evaluations of project presentations
Week 12	Additional Project Presentations (only if needed based on class size)	Presentations continue - Class-member evaluations of project presentations ó Submission of group evaluation of group member contribution

Additional instructions, due dates, etc., will be discussed during the first week of class, and will also be available on the course web site.

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## **Class Contribution – In class and online discussions**

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ALL STUDENTS MUST HAVE (and display) THEIR NAME CARD AT ALL TIMES DURING CLASS TIME

This course, as an upper year course, encompasses and builds upon the student's previous exposure to the field of Marketing, and thus there is a high expectation in terms of the quality of the comments and discussions made as part of their class contribution. During the term, students are encouraged to share marketing strategies/questions that they come across, either directly or via the media, with the class. For this reason it is recommended that students keep this class in mind when reading newspapers, watching television, reading magazines, while shopping, etc., as often the most relevant learning comes from discussing actual examples of

Marketing behaviour. All class members will be expected to actively contribute to in class, as this will have an impact on your overall class contribution grade (**worth 25% of the course grade**). In addition to the large case discussions (see below), there will also be shorter in class cases/discussions drawn from the text. Thus **for Weeks 3-9 inclusive, ALL STUDENTS SHOULD PLAN ON BRINGING THEIR COPY OF THE TEXT TO CLASS.**

NOTE: to assist in the determination of the student's in-class contribution grade, students will be required to complete self-evaluations of their in-class performance and post them to the COURSELINK website - see course web site for more details.

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## **Class Contribution – Case discussions**

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One of the best ways to learn about Marketing strategy (beyond actually working in a company and being involved in the process) is to study business cases that focus on this topic. Thus, during the term we will discuss a number of marketing strategy cases. The plan is that there will be a minimum of **6 main cases** discussed during the term.

### **The format of the in class case discussions are as follows:**

The course instructor (or the graduate teaching assistant) will act as the facilitator/chair of the discussions. Everyone must have read the case prior to class. In addition, it is expected that the student will try and make some notes about what you see is the key problem/opportunity in the case, and make an attempt to at least review the discussion questions. If included in the case, please use the questions as a guide to how the case review will begin, **but do not assume this is all that will be covered in the case discussion**. A key part of using cases is to be able to draw on your knowledge and experiences that may also be relevant to the discussion. The aim is to talk through what you believe the case is about and what you think needs to be done from a marketing strategy perspective. During case discussions you need to be comfortable with hearing a number of different perspectives, PLUS being comfortable with challenging your fellow students if there are things that you see differently (but please stick to the case!). The case discussions represent a significant opportunity to do well in the Class Contribution portion of your grade, but please do not just "participate for the sake of participation" as your grade is based on your ability to add to the case discussion.

### **Suggested format for analyzing cases:**

Although a great number of you have probably used cases in other courses, and there is no one way to analyze a case, here is a good template in terms of putting your thoughts together for the class discussions.

#### **(1) Problem Identification (*the problem, not the symptoms*)**

- What are the key marketing strategy problems facing the organization?
- What marketing decisions need to be made (and when)?

#### **(2) Qualitative Analysis (*subjective evaluation*)**

- What is your analysis of the current situation?
- Can you recognize and analyze the key strengths and weaknesses?
- Can you recognize and analyze the key opportunities and threats?
- What are reasonable/possible/probable alternatives?
- How would you analyze the pros and cons of the alternatives?
- How would you recognize and handle risks?

#### **(3) Quantitative Analysis (*objective evaluation*)**

- What is the financial/economic situation?

- What are the sales and profit forecasts?
- What additional marketing metrics are needed/should be used?
- (4) Recommendations (*what has to be/should be done?*)
  - How do the recommendations address the key issues?
  - Are they consistent with the analysis made?
  - Can the recommendations be supported by case data/concepts/marketing theory?
  - Are the recommendations superficial or in depth?
  - How can/will the recommendations be implemented?
- (5) Other (*what else will help in my analysis?*)
  - Can you identify and relate the case to previous experiences/other cases?
  - Can marketing theory help with the analysis?
  - Have you thought of create solutions?
  - Is your analysis clear and concise?
  - Are you prepared to answer questions from opposing points of view?

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## Guest Speaker(s)

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TBA

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## Course Outline Schedule

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Course Outline Schedule for Marketing Strategy MCS 4370		
Date	Topic	Readings
<b>Week 1</b> Sep. 13	1. <b>Introduction</b> to course 2. Review of course syllabus	
<b>Week 2</b> Sep. 20	1. Marketing Strategy Activity 2. Group Formation for Marketing Strategy Project 3. Case discussion practice	SM-1 SM-2
<b>Week 3</b> Sep. 27	1. Discuss Individual Assignment 2. Hand out Marketing Strategy Project Products 3. <b>Where are we now?</b> 4. Case #1	SMó 3
<b>Week 4</b> Oct. 04	1. <b>Where do we want to be?</b> 2. Case #2 and Other activity	SM-4,5

<b>Week 5</b> Oct. 11	1. Case #3 and Case #4	SM-6,7
<b>Week 6</b> Oct. 18	1. Individual Mid-Term Test	
<b>Week 7</b> Oct. 25	1. Q & A about test 2. Q & A about project	SM-8 SM-9
<b>Week 8</b> Nov. 01		SM-10 SM-11
<b>Week 9</b> Nov. 08	1. <i>Case #5 and Case #6</i> 2. <i>Q &amp; A about project</i>	SM-12 SM-13
<b>Week 10</b> Nov. 15	1. Case #7 and Case #8 2. Q&A about projects	SM-14
<b>Week 11</b> Nov. 22	1. Marketing Strategy Presentations	
<b>Week 12</b> Nov. 29	1. Marketing Strategy Presentations(if needed) 2. Course Wrap up	
<b>TBA</b>	<b>Website – discussion questions, review materials guides, etc.</b>	

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The course outline and schedule are subject to change at the discretion of the course instructor  
(certain dates of planned activities may shift).

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# Code of Behaviour

Students are expected to attend all classes, and to remain in attendance throughout the entire class. It is also expected that students will remain focussed on the activities during the class. **Disruptive talking will not be tolerated.** If you, as an individual student, find it necessary to leave the classroom during a lecture and/or presentation, do so quietly (i.e., for an emergency that cannot wait until the end of the class).

If you return to a class that is still in progress, do so quietly. Groups of students leaving (and/or returning) together while a class is in progress will not be tolerated. Research shows that failure to attend class can have a negative impact on one's grade. All students are responsible for all course material.

## ***NO LAPTOPS, TABLETS, SMART-PHONES, MOBILE PHONES, OR SIMILAR ELECTRONIC DEVICES MAY BE USED IN CLASS\****

**Plagiarism:** "Students must write their own essays and assignments in their own words. Whenever students take an idea, or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence

**Academic Misconduct:** For any testing session, including computer-marked multiple-choice tests and exams, the use of software to check for unusual coincidences in answer patterns that may indicate cheating may also be employed.

**Other Relevant Academic Policies/Regulations:** All students are advised to refer to the Academic Calendar:

(<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-amisconduct.shtml>)

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## **Other/Misc.**

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**No late submissions of any course material will be accepted, unless there are acceptable (to the course instructor) extraordinary circumstances.**

\* unless authorized by CSD