Strategic Marketing (WMBA 6050)  
(Cohort 61)  
Fall 2016

INSTRUCTOR: Dr. Jack Wei  
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AVAILABILITY
I will be available online Mondays through Fridays and will check the course site at least once a day. If you do not receive my reply to your email within 24 hours, please resend it. I will not be online on weekends or holidays.

ONLINE OFFICE HOURS
Monday-Friday: 9:00a.m-12:00; 9:00p.m.-10:00p.m. I can utilize Live Classroom WIMBA if you would like to meet via WIMBA. Please also feel free to contact me by email.

COURSE DESCRIPTION
This course will provide frameworks and tools to solve strategic-level marketing problems. Taking the viewpoint of the general manager and the senior marketing executive, this material will be integrated throughout the course with four over-riding themes (Modules): strategic analysis, strategic frameworks, strategy implementation, and strategic organizational structure. Our focus will therefore go beyond marketing tactics for a single product or service offering. Instead, we will examine the strategic-level management of a firm’s marketing resources and capabilities in order to maximize long-run customer value and to generate the greatest financial return for the firm. The course will cover the issues of:

- Strategic analysis: external and internal
- Strategic frameworks and philosophies
- Creating sustainable competitive advantages
- Formulating segmentation and targeting strategies
- Positioning alternative value propositions
- Building, improving and managing brand equity
- Identifying and exploiting growth opportunities
- Allocating resources across businesses and segments
- Managing global channels for gaining access to emerging markets
- Aligning the organization to changing market requirements
- Ethical issues

OBJECTIVES
The course is designed to help students build their knowledge base and sharpen their skills in the application of advanced frameworks, concepts, and methods for making strategic choices at the business unit level. At the end of the course, students should demonstrate a working knowledge of the marketing strategies that organizations employ
in various stages of marketing management. Specifically, students should be able to:

- Relate marketing strategy to the environmental constraints and opportunities with which managers must deal;
- Apply a problem-solving model to identify problems and generate alternative ethical actions in complex marketing management scenarios;
- Create appropriate marketing strategies involving marketing mix elements such as new product development, pricing, channel development and management, and promotions;
- Describe how to develop market-oriented strategic planning, and to implement a proposed marketing strategy;
- Analyze a business utilizing the conceptual framework of the organizational structure (structure, people, systems, and culture), and address strategic congruence issues;
- Ethically apply, through online discussion and written documents, marketing strategy theory(s) and concepts.

**Required Text:**

**ONLINE TEACHING TOOLS**

Preparation and participation by students is essential to the course. The online classroom environment will be very interactive, so be prepared to participate. Since students come from a variety of backgrounds with a large and diverse knowledge base, my primary role will be to facilitate discussions that bring out pertinent issues and to better frame the analyses of these issues.

Several teaching approaches will be used in the course to provide multiple ways to learn the course material. The major pedagogical tools will include emails, exams, discussion forums, HBR articles and a marketing plan project, which provide an interactive environment throughout the semester. If there are technical problems, please contact the
help desk as soon as possible and let me know your problems as well. In the case of documented emergencies, you can send your assignments to my regular email address.

**Vista Email.** Read the course emails regularly. I use emails to make announcements, answer students’ questions, and remind the class of important events. Please note that I will always email back to confirm the receipt of your submissions within 24 hours; if in any case you do not receive my confirmation within 24 hours, submit your item again. I expect you to confirm the receipt of my emails regarding some important issues of your projects as soon as you can. The emails are also an extension of the class, a means to supplement discussions, and a venue to distribute additional information of general interest.

**Other Email.** Unless course vista email is under maintenance or does not work, I do not encourage the use of other emails in this course especially when you submit your projects.

**Vista Chat Room.** I use the chat room feature to communicate with students when necessary. If you see me online, feel free to invite me for a chat, and I will be happy to discuss any questions you have. I often invite students to the chat room if they are available. So if you see my invitation, do not be surprised.

**ASSIGNMENTS AND GRADING**

The course will use a combination of topic discussions, written assignments and exams to provide an appropriate mix of theory and hands-on problem solving. The assignments will be designed to deepen and integrate your understanding of strategic marketing concepts and familiarize you with appropriate analytical tools.

1. **Mid-term (Individual)**

   Mid-term exam will be given to check your understanding of the course materials including chapters 1-8 and some supplemental materials. The exam will consist of 40 multiple choice questions, obtained directly from the text or supplemental materials, so answers can be found in the chapters or supplemental materials. In the Course Materials folder on the front page, module goals, objectives, and PPT slides are posted for the 16 chapters, which also serve as study guides for the exam.

   Mid-term exam will be available for a week. Students will be given two hours to complete it and only one attempt. The exam can be rescheduled only in emergencies or extreme cases. The grade will be released immediately after you complete it. No make-up mid-term will be available.

2. **Term Project -Marketing Plan (Group)**

   Each team will be required to conduct a marketing project for one of the seven U.S. companies (*Coco-cola, Asbury Automotive Group, Mohawk Industries, Inc., UPS, Aaron’s Inc., The Home Depot, and Delta Airlines*). Each company can be chosen only
once. The main goal of this marketing project is to increase the company’s sales by 5% and market share by 1% in the next year (From January 1, 2017 to December 31, 2017). The project requires each team to evaluate the current marketing strategies of the company and develop a marketing plan for achieving the goal.

For the detailed information on the project, please see the Project Guidelines posted in a folder on the Content page. The marketing plan should be in essay form and as comprehensive as possible. Also, it should be between 15 to 20 pages, including exhibits and tables, etc. It should be single-spaced, 12 Time New Roman font with 1 inch right and left margins and 1 inch top and bottom margins. Please use sections, subsections, bullets and the like to enhance readability. Neatness, grammar, punctuation will be evaluated in addition to content when determining the final grade.

This group project is due at midnight (EST) on 11/11. NO later submission is accepted. Your grade will be reported within 72 hours of the deadline. The grading criteria include:

- Original thought and fully elaborated ideas in situation audit.
- In-depth analysis of the problems.
- Strategies are based on the strategic framework and well developed.
- Performance plan is complete and reasonable.
- Implementations are detailed and strictly consistent with strategies.
- Organization is smooth, logical and purposeful.

3. HBR Articles (Group)

To help you better understand the chapters and strategic marketing in general, I have selected nine articles from *Harvard Business Review*. The articles are assigned to nine weeks and you can choose any seven of the nine articles and submit your summary posts. You will not have to tell me which articles you choose and which you do not. If you choose an article for a week try to read the article till you understand it well, write a post of 500 words summarizing the article, and post it before the deadline. Specifically, a post will include three parts: (1) main idea of the article; (2) how the article is related to the chapter(s) of the week and course, and (3) some takeaways for marketers or managerial implications. A recommended format of a post is a form of essay with appropriate levels of headings and subheadings. Times New Roman 12 is preferred. Do not use attachment when posting.

**Article summary evaluation criteria:**

- **Outstanding (90% and above):** post is submitted in a timely and complete manner. Summary reflects exceptional preparation and excellent application of text knowledge. Ideas are nearly always important and provide one or more major insights into the chapter(s). Post is free of all errors, typos, and other inappropriate business etiquette.

- **Good (80-89%):** post is submitted in a timely and complete manner. Summary reflects thorough preparation and good application of text knowledge. Ideas are
usually important and provide good insights into the chapter(s). Post is free of all errors, typos, and other inappropriate business etiquette.

- **Adequate (70-79%)**: post is submitted in a timely and complete manner. Summary reflects satisfactory preparation and adequate application of the text knowledge. Ideas provide useful insights into the chapter(s). Post is free of all errors, typos, and other inappropriate business etiquette.

4. **Final Exam (Individual)**

The final exam will be comprehensive and serve two purposes: to determine the level of individual knowledge gained from the course over the semester and to fulfill the AACSB requirement for assurance of learning (AOL). The exam will consist of multiple choice questions. The responses and scores for some items will be shared with MBA Directors and AACSB, but will not be identified by student.

Each individual must complete the final exam per the deadline individually. Students will have three hours to take the exam and will have only one attempt. A study guide for the final exam will be provided four weeks before the exam date. Early or make-up exams are allowed only in the most extreme cases and never without prior arrangements. You must contact me before the exam in order to be considered for any rescheduling.

Students will not earn a participation grade, but a student’s final grade will be affected if she/he fails to do any of the following things:

- A. Submitting his/her bio before the deadline
- B. Submitting assignments on time
- C. Responding to my questions regarding his/her project report or case analysis posts
- D. Responding to questions from other teams
- E. Submitting peer evaluations on time
- F. Taking the instructor evaluation on time

**Grading Scale**

Your grade for the course will be calculated according to the following.

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid-term Exam</td>
<td>15</td>
</tr>
<tr>
<td>Marketing Plan Project</td>
<td>35</td>
</tr>
<tr>
<td>HBR Articles</td>
<td>35</td>
</tr>
<tr>
<td>Final Exam</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100</td>
</tr>
</tbody>
</table>

Your final letter grade for the course will be determined using this scale:

- A= 90 and above
- B= 80 – 89.99
- C= 70 – 79.99
- D= 60 – 69.99
- F= below 60

**ADDITIONAL POLICIES**

Academic Dishonesty
Cheating of any kind will not be tolerated and will result in an F for the course. Work that is mandated to be completed individually (i.e. quizzes, final exam, individual case write up, and individual discussion posts) must be done only by the individual with no assistance from team members or others. If academic dishonesty is detected, it will be discussed with the student, the WebMBA Director, as well as the MBA Director of that student’s admitting school.

10 Types of Plagiarism (From WebMBA Orientation) from most to least severe

1. **CLONE**: An act of submitting another’s work, word-for-word, as one’s own.
2. **CTRL-C**: A written piece that contains significant portions of text from a single source without alterations.
3. **FIND–REPLACE**: The act of changing key words and phrases but retaining the essential content of the source in a paper.
4. **REMIX**: An act of paraphrasing from other sources and making the content fit together seamlessly.
5. **RECYCLE**: The act of borrowing generously from one’s own previous work without citation; To self plagiarize.
6. **HYBRID**: The act of combining perfectly cited sources with copied passages—without citation—in one paper.
7. **MASHUP**: A paper that represents a mix of copied material from several different sources without proper citation.
8. **404 ERROR**: A written piece that includes citations to non-existent or inaccurate information about sources.
9. **AGGREGATOR**: The “Aggregator” includes proper citation, but the paper contains almost no original work.
10. **RE-TWEET**: This paper includes proper citation, but relies too closely on the text’s original wording and/or structure.

Release of Grades
You will receive your final exam scores within 48 hours after the deadline for submissions. Your group case write-up grade will be reported on your group forum within 72 hours of the deadline. Individual grades for the group work will be based on the group evaluations received and will be posted by the end of the final exam period in the grade book. The grades for the individual posts will be posted by the end of the final exam period in the grade book. If at any point in the course you would like more feedback on your performance in the course, please email me and I will provide that within 48 hours.

Grade Appeals
If there are any questions/concerns about the policies or grades, please contact me via email within one week of receiving the grade and express in writing your questions/concerns about the grades. I will respond to your questions/concerns in writing within 48 hours. You have the option of filing a formal grade appeal if you are not satisfied with my response per the grade appeal policy at your admitting institution.
Group Issues
Each member of a team will receive the same grade on the team projects. In order to discourage “free riders,” if one or more members of a team are dissatisfied with the contribution of a particular member, they may petition for a reduction in the grade awarded to that member. Before they do so, however, team members should notify the delinquent member of his or her poor contribution, and give the member the opportunity to “shape up.” If there are ever group problems that are significantly impacting the ability of the group to work productively, please let me know as soon as possible. While the Team Peer Evaluation forms can aid in bringing some fairness to the process in that those students who did more of the work get more of the credit (i.e. a better grade), ideally group issues should be addressed before it gets to that point. This is particularly true given the cohort nature of the program in which you will be working with these same people for other courses. The Team Member Peer Evaluation form is posted in the Peer Evaluation Documents. The Peer Evaluation form is due at midnight on the last scheduled class day (11/11). Please note that if you do not submit a Peer Evaluation form, you will receive a zero on your own Peer Evaluation, regardless of the scores submitted by your teammates.

**CLASS SCHEDULE**

<table>
<thead>
<tr>
<th>Week (Dates)</th>
<th>Modules, Chapters, Topics, and Activities</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (8.17-23)</td>
<td>Introduction to the Course&lt;br&gt;&lt;em&gt;Reading:&lt;/em&gt;&lt;br&gt;Chapter 1: Strategic market management&lt;br&gt;Article 1: The Growth Crisis and How to Escape It</td>
<td>Article 1 summary</td>
</tr>
<tr>
<td>2 (8.24-30)</td>
<td>MODULE I: EXTERNAL /INTERNAL ANALYSIS&lt;br&gt;&lt;em&gt;Reading:&lt;/em&gt;&lt;br&gt;Chapter 2: External &amp; Customer Analysis&lt;br&gt;Chapter 3: Competitor Analysis&lt;br&gt;Article 2: Global Gamesmanship</td>
<td>Article 2 summary</td>
</tr>
<tr>
<td>3 (8.31-9.6)</td>
<td>Reading:&lt;br&gt;Chapter 4: Market/Submarket Analysis&lt;br&gt;Chapter 5: Environmental Analysis&lt;br&gt;Article 3: Big Bang Disruption&lt;br&gt;9/5 Labor Day</td>
<td>Article 3 summary</td>
</tr>
<tr>
<td>4 (9.7-13)</td>
<td>Reading: Chapter 6: Internal Analysis&lt;br&gt;Article 4: Bringing Customers into Boardroom</td>
<td>Article 4 summary</td>
</tr>
<tr>
<td>5 (9.14-20)</td>
<td>MODULE II: STRATEGIC FRAMEWORKS&lt;br&gt;&lt;em&gt;Reading:&lt;/em&gt;&lt;br&gt;Chapter 7: SCA, Synergy, and Strategic Philosophies</td>
<td>Group project Part-1 due</td>
</tr>
<tr>
<td>Week</td>
<td>Reading</td>
<td>Article Summary</td>
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| 6 (9.21-27) | Reading:  
Chapter 8: Alternative Value Propositions  
Article 5: What is the Theory of Your Firm? | Article 5 summary |
| 7 (9.28-10.5) | Mid-term Exam | |
| 8 (10.6-7) | Fall Break No Class | |
| 9 (10.8-18) | Reading:  
Chapter 9: Building and Managing Brand Equity  
Chapter 10: Toward a Strong Brand Relationship  
Article 6: Branding in a Digital Age | Article 6 summary |
| 10 (10.19-25) | MODULE III: GROWTH STRATEGIES  
Reading:  
Chapter 11: Energizing the Business  
Chapter 12: Leveraging the Business  
Article 7: Breaking Product Life Cycle | Article 7 summary  
Group project Part-2 due |
| 11 (10.26-11.1) | Reading:  
Chapter 13: Creating New Business  
Chapter 14: Global Strategies  
Article 8: Blue Ocean Strategy | Article 8 summary |
| 12 (11.2-8) | Reading:  
Chapter 15: Setting Priorities for Business and Brands—The Exit, Milk, and Consolidate Options  
Chapter 16: From Silos to Synergy—Harnessing the Organization  
Article 9: Decision-driven Marketing | Article 9 summary  
Group project Part-3 due |
| 13 (11.9-11) | Group Project Wrap-up | |
| 14 (11.12-15) | Final Exam  
(open from 8 a.m. on 11/12 to midnight on 11/15) | |
| 11.16 | Final grade due at noon | |