

Department of Marketing | Te Mātauranga Tokoka

Otago Business School | Te Kura Pakihi

Semester Two | Kaupeka Tuarua
2024

MART301 Strategic Marketing

Nau Mai Haere Mai

Welcome | Afio Mai | Aere Mai | Mālō e me'a mai | Fakatalofa atu |
Bula | Fakalofa lahi atu | Ulu tonu mai

Course Description and Aims | *Whāinga o te Akoranga*

This course focuses on business-level marketing strategy. You will acquire an understanding of the marketing strategy and its importance in business sustainability. You will learn the theories, models, and tools that marketing strategists use to assess business situations. You will have the opportunity to use these theories and tools to analyse situations and generate information from which marketing strategies are formed/formulated and implemented. Much of the course is based on critical thinking and case study. This approach helps you develop analytical, critical, and communication skills. This course is a core component of the Marketing major and, as a final-year paper, marks your transition from 'student' to 'practitioner.' As well as building on and integrating your knowledge and understanding of marketing theory and practice up to this point in your degree. This course seeks to enhance your life-long learning skills. In particular, you will be encouraged to practice and improve your critical thinking, teamwork, professional oral and written communication, and project-management skills.

By the end of this course, you should be able to apply these skills to:

- Evaluate your understanding of strategic marketing: a critical reflection on strengths and gaps in your marketing knowledge.
- Apply models from the paper to design a creative marketing strategy.
- Apply models from the paper to formulate a conventional marketing strategy.
- Draw evidence-based conclusions about marketing strategy by comparing conventional and creative approaches to marketing strategy.
- Evaluate marketing strategies in terms of sustainability (firm, individual, societal, and environmental) by applying relevant frameworks.
- Analyse your perspective (or values and attitudes) towards strategic marketing.

- Develop a sustainable marketing perspective that integrates the United Nations Sustainable Development Goals (UNSDG) and demonstrates intellectual openness and curiosity to apply it.

Semester Two

0.15 EFTS

18 points

Prerequisites: (BSNS102 or 112 or QUAN101) and MART212 and two of MART201, MART210, MART211

Teaching Staff | *Kaiako*

Course Coordinator

Name: Dr Masoud Karami
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Office Hours: 12-1 pm Wednesday

Course Administrator

Name: Cathie Child
Office: OBS 4.42
Email: cathie.child@otago.ac.nz
Office Hours: Wednesday and Friday 11:00am-12:00 pm

You should contact Cathie with any administrative enquiries about the paper, e.g. tutorial changes, or requests for late submission of assignments.

Expectations for Staff Response Time to Email Enquiries – 9am to 5pm, Monday to Friday, email response will generally be within 48 hours. Please be aware that staff are not available to respond to emails between 5pm Friday and 9am Monday.

Course Information | *Mōhiohio akoranga*

Lecture Day/Time: Monday 2:00-3:50pm

Room: Please refer to eVision

Tutorials Day/Time: Please refer to eVision

Every week students must attend one 110-minute lecture and one fifty-minute tutorial when scheduled.

Lectures present the key conceptual material through discussion and interaction between teaching staff and students. Lectures are supported by readings.

Tutorials are interactive, collaborative sessions in which students attempt to cement concepts presented at lectures with their peers in a supportive environment.

Tutorials begin in the second week of semester. You will be allocated to a tutorial and this will be available in eVision.

Calendar The calendar (in this outline) details scheduling information. Note that this calendar may change as the course proceeds. Any changes will be announced at lectures and be detailed on Blackboard.

Students are expected to prepare for and attend all classes to gain full benefit from the course

These activities should be prepared for by reviewing information detailed on Blackboard and completing any assigned readings. Students unable to attend a lecture are expected to catch up on missed material. Unless stated otherwise, all aspects of the course are examinable.

Expectations and Workload | *Te Nui o te Mahi*

MART301 is an 18 point paper. As a general guide, 1 point represents study in formal instruction or independent study for 10 hours, made up of a combination of lectures, laboratories, tutorials assignments and readings. As a result, you should anticipate spending approximately 180 hours on this subject over the duration of the semester.

Textbook Information | *Pukapuka Kaupapa*

There is no textbook for this course.

Calendar | *Maramataka*

Week	Week Commencing*	Topic	Reading
1	15 July	Introduction and Course Overview	Christensen, C. M. (1997). Marketing strategy: learning by doing. <i>Harvard business review</i> , 75(6), 141-151. Zinkhan, G. M., & Pereira, A. (1994). An overview of marketing strategy and planning. <i>International Journal of Research in Marketing</i> , 11(3), 185-218.
2	22 July	Introducing the case firm for individual case study (Guest speaker)	The founder of the case firm will present a challenge that his firm is experiencing and will invite students to think about and suggest a marketing strategy for the firm. https://www.shorcom.co.nz/
Tutorial 1 Week 2		Assessment 1 Overview	
3	29 July	NZ Business Environment	MBIE/Small business https://www.mbie.govt.nz/business-and-employment/business/support-for-business/small-business/ https://www.indeed.com/career-advice/career-development/environmental-analysis https://www.datamyte.com/business-environmental-analysis/

			Academy of Marketing Science, 36(1), 67-82.
Tutorial 3 Week 6		Assessment 2 overview and team formation	
7	26 August	Innovation and marketing strategy: Frugal innovation	First, break all the rules: The charms of frugal innovation https://www.economist.com/node/2015879359
Mid Semester Break 2nd – 6th September			
8	9 September	Business Model Generation to Support Marketing Strategy	Casadesus-Masanell, R., & Ricart, J. E. (2011). How to design a winning business model. <i>Harvard Business Review</i> , 89(1/2), 100-107.
Tutorial 4 Week 8		Practical applications to support Assessment 2	
9	16 September	Marketing Strategy for Small Businesses	https://www.blueoceanstrategy.com/tools/ Whalen, P. S., & Akaka, M. A. (2016). A dynamic market conceptualization for entrepreneurial marketing: the co-creation of opportunities. <i>Journal of Strategic Marketing</i> , 24(1), 61-75.
10	23 September	Marketing for good: Marketing at the base of the pyramid (BoP)	Beninger, S., & Robson, K. (2015). Marketing at the base of the pyramid: Perspectives for practitioners and academics. <i>Business Horizons</i> , 58(5), 509-516.
Tutorial 5 Week 10		Presentation of group project session (1)	
11	30 September	Value co-creation	Madhavaram, S., & Hunt, S. D. (2008). The service-dominant logic and a hierarchy of operant resources: developing masterful operant resources and implications for marketing strategy. <i>Journal of the Academy of Marketing Science</i> , 36(1), 67-82.
Tutorial 6 Week 11		Presentation of group project session (2)	
12	7 October	Marketing strategy implementation	Collis, David J. (2021) Why do so many strategies fail? Harvard Business Review . Vol. 99 Issue 4, p82-93.
13	14 October	Course Wrap-up and Open Discussion	

*** First week of Semester 2 is ACADEMIC WEEK 29**
Lectures end Friday 18 October
University Exam Period Second Semester Begins Monday 21st October until
Saturday 9th November.

Assessment | *Aromatawai*

All material presented is examinable (except where stated otherwise) by assignments and the final examination. All-important assessment information such as due dates and times, content, guidelines and so on will be discussed at lectures and, where appropriate, detailed on Blackboard. *Students are responsible for ensuring that they are aware of this information, keeping track of their own progress, and catching up on any missed classes.*

Assessment	Due date	% of final grade	Requirements to pass this paper
<p>Individual - Case study Strategic marketing plan for a small business in NZ. A report of a marketing strategy for a small business in NZ (in the form of PPT slides) using the Blue Ocean Strategy framework¹. The case firm will be introduced in lecture 2.</p>	<p>Week 7 Due 30th Aug at 11.59 pm.</p>	25	<p><i>In order to be eligible to sit the final exam, students must participate in and complete ALL pieces of assessment.</i></p>
<p>Group- Case study Groups will use the Business Model Canvas to formulate their marketing strategy for the case firm (a NZ-based business). The case firm will be introduced in lecture 5. Groups will submit a written report of their case study analysis and present their strategy.</p>	<p>Presentation Week 10-11 During your tutorial time.</p> <p>Submission of the report and presentation slides Beginning of week 10 Monday 23rd Sept at 11.59 pm.</p>	<p>15</p> <p>20</p>	
<p>Final exam</p>	TBC	40	

Course Requirements

In order to be eligible to sit the final exam, students must participate in and complete ALL pieces of assessment.

¹ <https://www.blueoceanstrategy.com/tools/strategy-canvas/>

Assessment Format

Individual strategic marketing strategy (25%)

The first assignment is an individual assignment. Students will receive a case study in Tutorial 1 (week 2). Students will use the Blue Ocean Strategy Framework to analyze the case and propose a marketing strategy for the case company in written form. Tutorial 1 will also cover the fundamentals of the Blue Ocean Strategy Framework and what is expected of you in Assessment 1. Tutorial 2 (week 4) will provide practical applications to support assessment 1. The proposed marketing strategies must be submitted on **Friday 30th August**. The marketing strategy report will be in the form of PPT slides. You can have a maximum of 15 PPT slides to report your blue ocean strategy.

A grading sheet will also be available to the students at tutorial 1.

Group Case study (35%)

The second assignment is a group case study. The case company will be introduced in lecture 2. The case study will be provided in Tutorial 3 (week 6). Groups of four will be formed in Tutorial 3 and informed about what is expected of them in Assessment 2. Students who attend the tutorial are free to select their own group members. Those who do not attend will be assigned to groups, and that assignment will be final. Tutorial 4 (week 8) will provide practical applications to support assignment 2 and address students' questions about the assessment. *You will write a report on your suggested marketing strategy for the case company (not exceeding 1500 words, excluding references and appendices), and present your strategy as a team.* You are allowed to have a Maximum of 10 PPT slides for the case study (excluding references and appendices). Your presentation will take 8 minutes, followed by 2 minutes question and answer session.

A grading sheet will also be available to the students at tutorial 1.

Final examination – 2 hours (40%)

The final examination will examine all materials presented via lectures and any readings delivered. Your examination paper will consist of 6 questions, and you will have to answer **any 4** of 6 questions.

Referencing Style

For this course the referencing style is APA. Style guides are available on the University Library website:

<https://www.otago.ac.nz/library/referencing/index.html>

Late Assignments

The standard late penalty shall be 5% of the maximum mark per day late or part thereof.

For example, assignments received up to 24 hours after the deadline will have 5% deducted from the available grade for the piece of assessment (i.e. a 78% becomes a 73%). Assignments received between 24 - 48 hours after the deadline will have 10% marks deducted from the available grade (i.e. 78% becomes 68%). An additional 5% penalty will be applied for every day late. Assignments submitted after seven days of the deadline, or after feedback is returned if this is less than seven days, will not be marked.

All penalty timeframes are inclusive of weekends, public holidays and university semester breaks and closure times.

Group Work

If you group is experiencing difficulties, please refer to the *Department of Marketing Student Guide*, which is available under the course information tab on Blackboard.

Learning Outcomes | *Hua Akoranga*

Learning Outcome	Assessment 1	Assessment 2	Exam
Sustainable marketing perspective	Y		Y
Interdisciplinary perspective	Y	Y	Y
Critical thinking	Y	Y	Y
Communication - oral		Y	
Communication – written	Y	Y	Y
Self-motivation	Y	Y	Y
Teamwork		Y	
Information literacy	Y	Y	Y
Ethics	Y	Y	Y

Academic Integrity | *Pono-ā-wānanga*

Students should ensure that all submitted work is their own. Plagiarism is a form of academic misconduct (cheating). It is defined as copying or paraphrasing another's work and presenting it as one's own. Any student found responsible for academic misconduct in any piece of work submitted for assessment shall be subject to the University's dishonest practice regulations, which may result in serious penalties, including forfeiture of marks for the piece of work submitted, a zero grade for the course, or in extreme cases, exclusion from the University. The University of Otago reserves the right to use plagiarism detection tools.

Students are advised to inform themselves about University policies concerning dishonest practice and take up opportunities to improve their academic and information literacy. If necessary, seek advice from academic staff, or the Student Learning Centre. The guideline for students is available at this link: <https://www.otago.ac.nz/study/academicintegrity/index.html>

Further information about the Academic Integrity Policy, the Student Academic Misconduct Procedures and the Academic Integrity can be found through the links below. The Academic Integrity website in particular has a number of useful links and suggestions as to where students can get help with referencing issues.

<https://www.otago.ac.nz/administration/policies/otago116838.html>

<https://www.otago.ac.nz/administration/policies/otago116850.html>

Concerns about the Course | *Ngā māharahara mō te akoranga*

We hope you will feel comfortable coming to talk to us if you have a concern about the course. The Course Co-ordinator will be happy to discuss any concerns you may have. Alternatively, you can report your concerns to the Class Representative who will follow up with departmental staff. If, after making approaches via these channels, you do not feel that your concerns have been addressed, there are University channels that may aid resolution. For further advice or more information on these, contact the departmental administrator or head of department.

Disclaimer | *Kupu Whakatonu*

While every effort is made to ensure that the information contained in this document is accurate, it is subject to change. Changes will be notified in class and via Blackboard. Students are encouraged to check Blackboard regularly. It is the student's responsibility to be informed.