

**THE UNIVERSITY OF HONG KONG
FACULTY OF BUSINESS AND ECONOMICS**

**MKTG3531A: Strategic Marketing Management
Fall Semester 2021 - 2022**

GENERAL INFORMATION

Instructor: Dr. Zhongqiang (Tak) HUANG

Email: takhuang@hku.hk

Office: KK702

Tel.: 3917 1612

Consultation Time: By appointment

Teaching Assistant:

Ms. Yana LO

Email: yanalo@hku.hk

Office: KK605

Tel.: 3917 4468

Prerequisites: BUSI1004 Marketing / MKTG2501 Introduction to Marketing (This class is open to 2-, 3-, 4-year students who completed BUSI1004 or MKTG2501.)

COURSE DESCRIPTION

This course is aimed to provide advanced undergraduate students with knowledge and experience for the design of effective marketing strategies from a general management perspective. It examines the marketing management concepts underlying both consumer and industrial marketing strategy and tactics. Strategic marketing focuses on the concepts and processes involved in developing market-driven strategies. The key challenges in formulating market-driven strategies include: (1) acquiring a shared understanding throughout the organization about the current market and how it may change in the future, (2) identifying opportunities for delivering superior value to customers, (3) positioning the organization and its offerings to best meet the needs of its target markets, and (4) developing a coordinated marketing program to deliver superior customer value.

This course is action-learning-oriented and involves running simulations of marketing strategies throughout the semester.

COURSE OBJECTIVES

1. Provide a capstone class for undergraduate students with prior background in marketing to integrate their learning in marketing (“pull it all together”).
2. Help students learn to think strategically when making and implementing marketing decisions (“strategic decision making”).
3. Help students learn to apply specific analytical approaches and tools for understanding customers, competition, and markets (“applications of marketing data and information”).
4. Help students to develop an appreciation for the relationship between marketing and the other functional areas of business.

FACULTY LEARNING OUTCOMES		
FLG1: Acquisition and internalization of knowledge of the program discipline FLG2: Application and integration of knowledge FLG3: Inculcating professionalism FLG4: Developing global outlook FLG5: Mastering communication skills FLG6: Cultivating leadership		
COURSE LEARNING OUTCOMES		
Course Learning Outcomes	Aligned Faculty Learning Goals	
Through the semester, students are expected to:		
CLO1: Develop understanding about what is involved in making marketing decisions, including product, price, promotion, and place decisions to create a marketing mix.	FLG1, FLG2	
CLO2: Acquire an overview on the contemporary issues in marketing and the unique challenges faced by marketing managers in the dynamic business environment.	FLG1, FLG2, FLG4	
CLO3: Develop insights into how differences in economic, cultural, social, political, and legal environments can affect marketing decisions.	FLG1, FLG2, FLG4	
CLO4: Develop strategic thinking in the context of complex problems and challenges faced by the contemporary executives and managers.	FLG1, FLG2, FLG4	
CLO5: Acquire the necessary analytical and conceptual skills for developing successful marketing programs.	FLG1, FLG2, FLG3, FLG4	
CLO6: Discover sources of information for researching and evaluating product markets.	FLG2, FLG3, FLG4, FLG5	
CLO7: Communicate effectively about marketing issues in group discussions, oral presentations and written reports.	FLG3, FLG5	
CLO8: Work effectively as a team member in analyzing marketing issues.	FLG3, FLG5, FLG6	
COURSE TEACHING AND LEARNING ACTIVITIES		
Course Teaching and Learning Activities	Expected contact hour	Study Load (% of study)
TLA1. Lectures	40hrs	30%
Instructor will give lectures on major concepts and issues, and will show video clips to help students better understand the international business issues.		
TLA2. Class Discussions and Participation	20hrs	15%

<p>Students will be asked to actively participate in all class discussions and share recent company news with other students.</p> <p>TLA3. Homework Homework will be designed to develop students' ability to summarize major issues, apply the concepts, evaluate and provide reasonable solutions in a business situation.</p> <p>TLA4. Simulation Project Students will develop analytical and decision-making skills through hands-on experience in formulating & implementing market-driven strategies in a competitive environment, and develop ability to prepare and deliver a professional marketing presentation and work as a team.</p>	20hrs	15%
	60hrs	40%
Total	140hrs	100%

ASSESSMENT

Assessment Methods	Weight	Aligned Course Learning Outcomes
A1. Individual Assessments	40%	CLO 1, 2, 3, 4, 5
A3. Group Project/Simulation	45%	CLO 1, 2, 3, 4, 5
A4. Class participation	15%	CLO 1, 2, 3, 4, 5, 6, 7, 8 CLO 1, 2, 3, 4
Total	100%	

STANDARDS FOR ASSESSMENT

Course Grade Descriptors

<p>A+, A, A-</p>	<p>Report: Provide detailed documentation of all facts, effectively defense all reasoning and proposals, make accurate analyses to all problems and issues, and give insightful responses to all questions. Free from flawed reasoning, inconsistencies, and unsupported conclusions. Utilize correct punctuation, proper capitalization, and provide appropriate citations (where necessary) for all parts of writing.</p> <p>Presentation: Organize and present appropriately, clearly and proficiently for all major points, make all slides professional and readable, deliver effectively all contents, and finish presentation on time.</p>
<p>B+, B, B-</p>	<p>Report: Provide detailed documentation of most facts, effectively defense the majority of reasoning and most proposals, make accurate analyses to most problems and issues, and give insightful responses to most questions. Have a little flawed reasoning, a few inconsistencies, and unsupported conclusions. Utilize correct punctuation, proper capitalization, and provide appropriate citations (where necessary) for most parts of the report.</p>

groups) of 5-8 students will assume the responsibility for developing and executing marketing strategies and plans for a firm.

In addition to making marketing decisions, each group will have to submit a business plan discussing their future marketing strategy based on their current performance in the simulation game and make a presentation of their strategies (at the end of the term).

The grade for the project is based on 1) Firm Business Performance in Simulation 10%, 2) Future Strategy Plan Presentation 20%, and 3) Written Future Strategy Plan 15%.

Students who enroll in this course are required to pay for the use of the software. Currently, the full cost of adopting this simulation is around €54 per student. Each student in this course will need to pay approximately HK\$200 with the remaining cost covered by the School. The cost may be changed depending on the pricing of the software company later, but the price difference will not be significant.

At the end of the semester, your contribution to the group project will be evaluated by each of your group members. For this purpose, a peer evaluation form (confidential) will need to be submitted at the end of the semester. *In case of poor participation, your group project grade is subject to discount in proportion to your percentage-based confidential peer evaluation score.*

A4. Class Participation (15%)

Attendance is a necessary condition for class participation. In case of absence, you need to seek my approval before class. Unreported absence will be penalized. Only under extenuating circumstances, such as medically documented sickness or participation in a University-sponsored activity, will absences be excused. Note that there will be NO make-up for not attending the class. In case of not attending the class, students are responsible to catch up by themselves. Most classes are accompanied by small exercises and cases discussion. Submission of responses to in-class exercises will be proof for class attendance. You are expected to actively participate in the class discussion. Your participation grade will be based on class attendance (**on time**), the quality/frequency of your comments, and your answers to the questions. Class participation will be graded based on the subjective assessment of the instructor.

COURSE CONTENT

❖ Textbook (optional)

Capon's Marketing Framework (4th Edition) by Noel Capon

❖ MarkStrat Participant Handbook

REQUIRED/RECOMMENDED READINGS & ONLINE MATERIALS (e.g. journals, textbooks, website addresses etc.)

Lecture notes will be distributed in class. Supplementary readings will be handed out in class or uploaded in the course website.

MEANS/PROCESSES FOR STUDENT FEEDBACK ON COURSE

- conducting mid-term survey in addition to SETL around the end of the semester
- Online response via Moodle site
- Others: _____ (please specify)

COURSE POLICY (e.g. plagiarism, academic honesty, attendance, etc.)

Professionalism:

You are expected to exhibit the *highest* level of professionalism and courtesy in and out of class.

Minimum behavioral expectations include:

- Avoid multitasking while in class;
- Show up to class punctually.

Plagiarism, cheating, and other misconducts:

Academic dishonesty will NOT be tolerated. All materials submitted in this course must be your own original work. Any material not completely original must be credited to the proper source.

See also <http://www.hku.hk/plagiarism/>

ADDITIONAL COURSE INFORMATION (e.g. e-learning platforms & materials, penalty for late assignments, etc.)

Please check the course on Moodle regularly.

TENTATIVE TEACHING PLAN (Class A; This schedule is subject to change)

Date	Week	Topics	Tasks
2-Sep	1	Course Introduction	Team up with others
6-Sep		Understanding the Market (Consumer Insight)	
9-Sep	2	Understanding the Market (Consumer Insight)	
13-Sep		Understanding the Market (Consumer Insight)	Sep. 15: Last day for add/drop Sep. 15: Deadline for group information submission
16-Sep	3	Understanding the Market (Competitor Insight)	
20-Sep		Understanding the Market (Competitor Insight)	Read MarkStrat Participant Handbook
23-Sep	4	Understanding the Market (Competitor Insight)	
27-Sep		Introduction to MarkStrat	
30-Sep	5	Understanding the Market (Segmentation Insight)	
4-Oct		Review of MarkStrat Round 1	MarkStrat Decision 1 (Oct. 3)
7-Oct	6	Understanding the Market (Segmentation Insight)	
11-Oct		Reading Week [No Class]	MarkStrat Decision 2 (Oct. 10)
14-Oct	7	Reading Week [No Class]	
18-Oct		Individual Assessment 1	MarkStrat Decision 3 (Oct. 17)
21-Oct	8	Market Opportunity	
25-Oct		Strategic Focus	MarkStrat Decision 4 (Oct. 24)
28-Oct	9	Positioning Strategy	
1-Nov		Pricing Strategy	MarkStrat Decision 5 (Oct. 31)
4-Nov	10	Value Creation and Innovation	
8-Nov		Value Communication Strategy	MarkStrat Decision 6 (Nov. 7)
11-Nov	11	Value Chain Strategy	
15-Nov		Branding Strategies & Performance Metrics	Nov. 15: Deadline for finalized presentation slides submission
18-Nov	12	MarkStrat Future Strategy Plan Presentation	
22-Nov		MarkStrat Future Strategy Plan Presentation	
25-Nov	13	MarkStrat Future Strategy Plan Presentation	
29-Nov		Individual Assessment 2	Dec. 3: Deadline for Future Strategy Plan Submission

Group Marketing Simulation Project

1. Team Formation

Each student will join a group/firm. Your individual contribution to the group will be reflected in a peer assessment conducted at the end of the semester. No group swapping is allowed. You are also expected to manage your group activities effectively and efficiently.

Each firm consists of 8 members with a minimum of 5 firms and a maximum of 6 firms. You are expected to form a team by yourselves. Please fill out the group sign-up form (available on Moodle) and send it to me via email (takhuang@hku.hk) **on or before September 15, 2021 (Wednesday, 5:00 pm)**. We will randomly assign you to a team if you have not joined one by then. Also, please let us know if you have difficulty in forming a team. It should be noted that we will use the email address you provide in HKU portal for access to the simulation platform.

Team composition will be posted on Moodle after the add-drop period.

In order to recognize individual contributions in team activities, and to prevent free-riding, peer evaluation results may be used to adjust team grades in calculating the final individual grades – when it becomes necessary. You will be asked to fill out a peer evaluation online survey at the end of the semester after the submission of the future strategy plan.

Details about payment for the simulation will be announced when groups are formed.

2. Marketing Strategy Simulation

Details of the simulation will be discussed in class. However, it is strongly recommended that you read the manual beforehand.

3. Marketing Strategy Presentation

Oral presentations of your marketing strategy will run at the end of this semester – (see teaching plan for the dates). The order of presentations will be determined by lot in class. Each presentation should take about 20 minutes (including 5 minutes of Q&A).

Regardless of the date on which your firm is assigned to give the presentation, the finalized version of the presentation slides of ALL firms should be submitted via Moodle **on or before November 15, 2021 (Monday, 5:00 pm)**.

4. Future Strategy Plan

Write up a business plan discussing the marketing strategy your company will use suppose that you continue to play the simulation game. How to organize the paper and what to include are up to you. However, this plan should at least contain the following components:

- 1) Executive Summary. This is an overview of your company (e.g., portfolio, past and current performance) and a sketch of the strategies you plan to adopt.
- 2) Situation Analysis. This may include market description, customer analysis, segmentation analysis, and competitor analysis.
- 3) Marketing Strategy. This may include an analysis of your marketing objectives, competitive advantages, targeting & positioning, etc.
- 4) Marketing Program. This may include your marketing budget allocation, marketing mix program, and marketing research program.
- 5) Conclusion.

Feel free to include additional information/analysis if you think they would help provide additional insights and improve the quality of the plan.

Your plan will be graded by the instructor on:

- Clear description of your company;
- Thoughtful analyses;
- Elaboration of marketing strategy and marketing program decisions;
- Organization, language and conventions (e.g. referencing) used.

Other instructions

Length: Max. 15 pages, excluding references and appendices (A4 size, Times New Roman, 12 font size, double-spaced, 1" margins). Tables and figures should be embedded in main text.

A soft copy of your report must be submitted to takhuang@hku.hk. Only one group member from each team needs to submit the report.

Submission deadline is December 3, 2021 (Friday, 5:00 pm). For late submissions, one point will be deducted for each day late.

Please note:

1. Please state the course code, course name, your firm name, and your group members (with student IDs) on the first page.
2. A table of content is desirable.
3. Any draft will not be read and commented on prior to submission.

MKTG3531 Strategic Marketing Management---Group Membership Form

Class: A / B

1. Photo	2. Photo	3. Photo	4. Photo
Surname: First Name:	Surname: First Name:	Surname: First Name:	Surname: First Name:
Preferred Name to Be Called:	Preferred Name to Be Called:	Preferred Name to Be Called:	Preferred Name to Be Called:
Program/Year:	Program/Year:	Program/Year:	Program/Year:
Email in Moodle:	Email in Moodle:	Email in Moodle:	Email in Moodle:
5. Photo	6. Photo	7. Photo	8. Photo
Surname: First Name:	Surname: First Name:	Surname: First Name:	Surname: First Name:
Preferred Name to Be Called:	Preferred Name to Be Called:	Preferred Name to Be Called:	Preferred Name to Be Called:
Program/Year:	Program/Year:	Program/Year:	Program/Year:
Email in Moodle:	Email in Moodle:	Email in Moodle:	Email in Moodle:

MKTG3531 Strategic Marketing Management---Presentation Evaluation Criteria

Marks	17 to 20	13 to 16	9 to 12	8 or below
Visual 20%	Material is imaginatively presented in a logical sequence which the audience can follow; Grammar & spelling are accurate.	Material is organized & presented in a way the audience can follow; Grammar & spelling are mainly accurate.	Material shows some evidence of organization but is difficult to follow; Grammar & spelling are mainly accurate.	Material is not organized, which makes it difficult for audience to follow the presentation; Grammar & spelling contain many errors.
Delivery 20%	Engaging presentation; Clear articulation, proper volume & pace; Good posture & eye contact; Enthusiastic & confident; Within time limit.	Clear articulation but not polished; Suitable volume & pace; Some eye contact; Shows some enthusiasm & confidence; Within time limit.	Language not as fluent; Some mumbling & pace is uneven; Little eye contact; Little or no expression	Language is poor; Volume is too soft/loud & pace is too fast/slow; No eye contact; Seems uninterested or speaks in a monotone
Analysis 60%	Can critically and logically review evidence; Arguments are convincing & well-supported by appropriate evidence.	Uses partial critical and logical thinking skills in the analysis; Provides informed arguments that are reasonable.	Uses incomplete critical or logical thinking skills in the analysis; Reaches incomplete/inaccurate conclusions based on evidence.	Critical and logical thinking skills are not used; Important evidence is not identified. Fails to support arguments with adequate evidence.