

Subject Description Form

Subject Code	MM4751
Subject Title	Marketing Strategy
Credit Value	3
Level	4
Normal Duration	1-semester
Pre-requisite/ Co-requisite/ Exclusion	Pre-requisite: Introduction to Marketing (MM2B05) or Introduction to Marketing (MM2711) or equivalent
Role and Purposes	<p>The purpose of this course is to develop an understanding, the skill, and experience in formulating and planning marketing strategies. The course builds on the foundations developed in Marketing Management and Strategy: A successful firm delivers value to customers better than its competitors.</p> <p>This course emphasizes how to put the basic marketing elements into practice in a strategic way. The general idea behind marketing may be simple “make profit by meeting a need of a customer” but the art of putting it into practice is complex. Management always operates in an environment with constraints, where information is incomplete, and both competitors and customers act unpredictably.</p> <p>This course aims to enhance the all-round development of students in the ability to integrate skills and knowledge learned from marketing and various functional areas to formulate marketing strategy and its planning, from a strategic perspective, and to creatively review the effectiveness of the marketing strategies.</p>

<p>Subject Learning Outcomes</p>	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. Identify underlying factors that must be considered in developing marketing strategy, and assess the strategic trade-offs of marketing decisions. Including different aspects of the domestic and global business environment that set the parameters of choice within which business organizations set objective and take actions (BBA Outcome 10) b. Analyze business situations and problems, and the underlying marketing logic, by applying conceptual frameworks drawn from Marketing and general business practices leading to the development of marketing strategy (BBA Outcome 9) c. Understand industry structure and competitive position that determine a company's strategic leverage. d. To develop a clear and objective process (framework) whereby the formulation of the marketing strategy can be effectively executed and communicated. e. Determine what marketing strategy can realistically accomplish for a business and evaluate, from a strategic perspective, the appropriateness of a marketing strategy. f. To develop precise English Communication in presenting their strategic recommendation with clear and strong rationale and argument (BBA Outcome 1)
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<p>Subject Synopsis/ Indicative Syllabus</p>	<p>The first part of the course focuses on situation analysis (5Cs: company, customers, competitors, collaborators, and context), market opportunity identification, and formulating marketing strategy. It introduces the key constructs such as value of products, customers and brands, customer segmentation, and product positioning. Key learnings include a general structure for analyzing marketing problems and some specific quantitative tools. The second part of the course examines how to use these ideas to make specific decisions about the marketing mix (4Ps: product, price, promotion, and place). The course provides the skills needed to design a marketing strategy and its implementation plan.</p> <p>The second part of the course focuses on several modern marketing issues: online market place, multi-channel management, crowdfunding and marketing strategy in the data-rich world.</p>
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Teaching/Learning Methodology

- Group presentation,
- Individual assignment,
- Class participation,
- Final exam.

Group Formation

You can use the first two weeks to form your own group of 4 to 6 people. The maximum number of students per group is 6 and the minimum is 4. A group should be made up of a diversified mix of students (e.g., gender, major, exchange experience, mainland, Hong Kong, overseas and etc.). A diversified group will help stimulate new ways of thinking and idea generation. Try to avoid always working with the same people. As you know, in work place, you will not always be assigned to a group with all of your friends, so it is critical to learn how to work with new people. If by the end of week 3 you still haven't find yourself a group, I will randomly assign you to a group.

Class Participation

A good portion of class time will be devoted to analyzing assigned cases. The case method is one of the most effective means of sharpening your decision-making skills. You should read and analyze these cases carefully and come to class prepared to provide your assessments of the situation and arguments for the proposed solution. The situations in the cases are complex. It is likely that your classmates will have different views and opinions about how to deal with the case problem. I will encourage your classmates to raise up their views, as real learning takes place when you see how others address a problem about which you have thought carefully. The better you are prepared, the more you learn.

The best way to prepare is to discuss the case within your study group. In each session, students will be randomly selected to start the case discussion. The selected student represents his/her study group. The student can choose whether he/she would like to invite group members join the public discussion to the entire class.

Individual Assignment

Each student will be required to complete a paper proposal based on a real world marketing issue that interests him/her. Detailed instruction will be provided during the last lecture.

Final Exam

This will be an open-book exam to test your overall understanding of the concepts and analytical techniques taught in the course. The exam will be a mix of multiple choice questions and essay questions. The use of a computer, or of any electronic devise other than a calculator, is strictly prohibited. Calculator can be used during the exam. You will be given 3 hrs to finish the exam. Since it is hand-written exam, it is very important that you write clearly. Your grade will be negatively affected if I cannot read your hand writing. Short but to the point answers will bring you additional points.

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
			a	b	c	d	e	f
	Continuous Assessment*	50%						
1. Group Presentation	20 %	✓	✓	✓	✓	✓	✓	
2. Individual assignment	20 %	✓	✓	✓		✓	✓	
3. Individual attendance and class participation	10 %		✓		✓	✓	✓	
Examination – final exam	50%	✓	✓	✓	✓	✓	✓	
Total	100 %							
<p><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i></p> <p>To pass this subject, students are required to obtain Grade D or above in the Continuous Assessment and Exam components.</p> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: the various methods are designed to ensure that all students taking this subject –</p> <ul style="list-style-type: none"> ▪ Immediate feedbacks are given to students after class discussions and students presentations. ▪ Students are encouraged to develop their own strategic thinking instead of following what’s been given to them, and they will be evaluated accordingly. ▪ Students are encouraged to establish clear rationale for all arguments and recommendations. ▪ Evaluations will focus mainly on: <ul style="list-style-type: none"> ○ the strategic development process instead of the outcome, ○ applications of marketing concepts/frameworks in developing sound and effective marketing strategy instead of the knowledge of these concepts, i.e. they are assumed to have a good knowledge of these marketing concepts to begin with. 								
Student Study Effort Expected	Class contact:							
	<ul style="list-style-type: none"> ▪ Lectures ▪ Case discussions 		26 Hrs. 13Hrs.					
	Other student study effort:							

	<ul style="list-style-type: none"> ▪ Reading and Preparation for lectures/ Case discussions ▪ Preparation for Group Presentation & Individual Assignment 	39 Hrs. 42 Hrs.
	Total student study effort	120 Hrs.
Reading List and References	<p><i>Recommended Textbook</i> Kotler, Philip, and Kevin Keller. <i>Marketing Management</i>. 13th ed. Prentice Hall, 2008. ISBN: 9780136009986 Best, Roger J. <i>Market-Based Management – Strategies for Growing Customer Value and Profitability</i>. 5th ed. Prentice Hall, 2009. ISBN: 9780132336536.</p> <p><i>Reading list</i> Required case studies and handouts are assigned throughout the semester and will be discussed in class.</p>	