

Subject Code	MM573
Subject Title	Marketing Strategy
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite/ Co-requisite/ Exclusion	Marketing Management (MM576) or Managing Customers and Markets (MM574)
Role and Purposes	This subject provides students with the ideas and analytic tools that are necessary to develop appropriate marketing strategies for dynamic market environments. The subject will also develop students' thinking and discussion skills that are required for a holistic approach to real marketing problems.
Subject Learning Outcomes	Upon completion of the subject, students will be able to: <ol style="list-style-type: none"> have a deeper understanding of the forces driving competition in a broadened concept of the competitive market; have skills in analyzing corporate strategies and tactics from the marketing perspective; understand how to develop different types of analytic framework according to the contingencies of market environments; be equipped with the working understanding of tools that are useful in implementing a market-orientation philosophy.
Subject Synopsis/ Indicative Syllabus	<ul style="list-style-type: none"> • Introduction - Perspectives on Marketing Strategy, Strategic Marketing Concept, Marketing Environment • Market-Driven Strategy and Market Learning • Market Structure and Competitive Market Analysis • Market Segmentation • Market Targeting and Strategic Positioning • New Product Innovation and Strategy • Pricing Strategy • Promotion and Advertising Strategies • Integrative Marketing Strategy and Implementation
Teaching/Learning Methodology	We will comprehensively review the approaches, perspectives, analytical techniques and planning tools that are crucial for effective strategic market planning. The first half of each class comprises the lecture and discussion between the students and the lecturer and the second half focuses on the group discussion based on the day's topic or the student presentations. During these discussion sessions, a number of strategic options and techniques to create competitive advantages will be introduced and compared. New perspectives in analyzing and developing market-oriented strategies will also be explained and examined.

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.
	Continuous Assessment*	100%				
	1. Term project	35%			✓	✓
	2. Class quizzes	45%	✓	✓		
	3. Presentation, class participation and homework	20%	✓	✓	✓	✓
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 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"> • Read the recommended material; • Discuss the issues brought up in the lectures/seminars; • Appreciate the different approaches that may be adopted in solving marketing problems; • Participate in presenting the group’s views on a case/marketing situation. <p>Feedback is given to students immediately following the presentations and all students are invited to join this discussion.</p>						
Student Study Effort Expected	Class contact:					
	▪ Lectures		39 Hrs.			
	Other student study effort:					
	▪ Preparation for lectures		39 Hrs.			
	▪ Preparation for assignment / group project and presentation		79 Hrs.			
Total student study effort		157 Hrs.				
Reading List and References	<p><u>Textbook</u> David W. Cravens and Nigel F. Piercy, <i>Strategic Marketing</i>. 10th Ed., McGraw-Hill, 2013.</p> <p><u>Additional Reading Examples</u> Debruyne, Marion and David J. Reibstein (2005), “Competitor See, Competitor Do: Incumbent Entry in New Market Niches,” <i>Marketing Science</i>, 24 (Winter), 96-112.</p> <p>Boyd, D. Eric, Rajesh K. Chandy, and Marcus Cunha Jr. (2010), “When Do Chief Marketing Officers Affect Firm Value? A Customer Power Explanation,” <i>Journal of Marketing Research</i>, 47 (December), 1162-1176.</p>					

Slater, Stanley F. and John C. Narver (1994), "Market Orientation, Customer Value, and Superior Performance," *Business Horizons*, 37 (Mar/Apr), 22-28.

Ketchen, David J. Jr., G. Tomas M. Hult, and Stanley F. Slater (2007), "Toward Greater Understanding of Market Orientation and the Resource-Based View," *Strategic Management Journal*, 28 (September), 961-964.

McFarland, Richard G., James M. Bloodgood, and Janice M Payan (2008), "Supply Chain Contagion," *Journal of Marketing*, 72 (March), 63-79.