

Faculty of Commerce and Administration

VICTORIA UNIVERSITY OF WELLINGTON
Te Whare Wānanga o te Ūpoko o te Ika a Māui

International MBA Programme



**VICTORIA
MANAGEMENT SCHOOL**
Te Kura Whakahaere

2007

<p style="text-align: center;">IMBA 518 Marketing Management in a Global Business Environment</p>
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Course Outline

- Start Date:** 18 August 2007
- Format:** 12 - two-hour sessions over two weekends.
- Lecture Times:** 18 August: 2:00 – 6:00pm & 7:00 – 9:00pm
19 August: 11:00am – 3:00pm & 4:00 – 6:00pm
15 September: 2:00 – 6:00pm & 7:00 – 9:00pm
16 September: 11:00am – 3:00pm & 4:00 – 6:00pm
- Location:** Room 803, MMW Engineering Building, CUHK
- Teaching Staff:** James Richard, MBA, BSc (Hons).
Office: RH 1104, PO Box 600, Wellington, NZ
Email: james.richard@vuw.ac.nz
Telephone: 644-463-5415 Fax: 644-463-5084
- Textbook:*** Kotler, P., Ang, S. H., Leong, S. M. & Tan, C. T., (2003). *Marketing Management: An Asian perspective*. (3rd ed.), Singapore: Prentice Hall

* This course will also rely on materials from a variety of sources, including practitioner and academic journals.

Course Objectives

The International Master of Business Administration Programme serves to produce professional managers capable of fulfilling strategic roles within corporate and government enterprises. Integral to this capability is an understanding of the need to develop customer relationships and value – the essence of marketing.

IMBA 518 presents an overview of the marketing process and the key Marketing Management decisions in the areas of product and service policy, pricing, promotion, and distribution. Particular emphasis will be placed on the development of analytical approaches to marketing. By the end of this course, you should be able to:

1. Analyse marketing problems in terms of the set of influences acting on a marketing decision-maker.
2. Provide a conceptual framework within which both the marketing management function and linkages to other functional areas can be understood.
3. Apply marketing concepts to current problems and opportunities faced by private and public sector organisations.
4. Consider marketing practice themes across industry types (fast-moving consumer, consumer durables, financial services, other services, business to business).

Assessment

Individual Assignment	20 %	due 1 September 2007 returned 15 September 2007
Group Project Assignment	30%	due 16 September 2007
Final Examination	50 %	13 October 2007

Individual Assignment (20%) – The individual hand-in assignment will be discussed during the initial sessions, at which time detailed terms of reference will be distributed. Written assignment reports will be due at APIB offices by 5:00 pm on the due date.

Group Project (30%) – The Marketing group project will be discussed during the first visit, at which time detailed terms of reference will be distributed. Written Group Reports will be due at 5:00 pm at APIB offices on the due date.

Important Note – Inclusion of others' work and research completed is welcome. However, such material (even if it is a single sentence) must be explicitly recognised with quotation marks in the project report, citing its origin in a footnote or reference section.

Final Examination (50%) – A final three (3) hour open-book examination will be held on 13 October 2005 during which students will be expected to apply their knowledge to marketing situations described by means of case studies. In accordance with IMBA policy, students must obtain a minimum of forty percent (40%) of the marks available on the final examination in order to pass the course.

Course Terms of Reference

Late Assignments

Given the modular nature of the course delivery and relatively short time for marking and return, it is imperative that assignments are handed in on time. Late assignments will incur a 50% penalty on the assigned mark. Assignments more than two weeks late will not be accepted. In addition, late assignments will not be available by the agreed-to return date.

Obtaining Terms

To obtain terms to sit the final examination in this course, students are required to fully participate in both weekend modules and submit the written assignment report.

Passing the Course

In order to pass this course, students are required to obtain at least forty percent (40%) of the final examination marks available, and obtain at least fifty percent of the overall course marks available.

Victoria IMBA Grading Standards

- Victoria IMBA - **Excellent** Category
A (80 – 85%) to A+ (above 85%): The quality is performed to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master's level.
- Victoria IMBA - **Very Good** Category
B+ (70 – 74%) to A- (75 – 79%): The quality is performed at a high standard. Students have reached a level which clearly exceeds “competency”.
- Victoria IMBA - **Good** Category
B- (60 – 64%) to B (65 – 69%): The quality is clearly demonstrated without being exceptional in any way. Students can be thought of as competent in respect of this quality.
- Victoria IMBA - **Satisfactory** Category
C (50 – 54%) to C+ (55 – 59%): The quality is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student on this quality.
- Victoria IMBA - **Unsatisfactory** Category
E (0 – 39%) to D (40 – 49%): The quality is absent or performed to a very low level, or the performance is seriously flawed in this respect.

Individual Work

While the Victoria IMBA programme has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed. Please do not work together to formulate a response and do not loan out your completed assignments.

Plagiarism

The Victoria IMBA programme views plagiarism as a serious offence. Students who plagiarise put themselves at risk of expulsion from the programme. Plagiarism is defined as representing someone else's work as your own. It includes, cutting and pasting material from websites, typing in sentences and paragraphs from books and journals, copying from other assignments and materials, and taking quotes that others have used without recognising the originator. It also includes writing verbatim from a textbook in an open-book examination situation without recognising the source of your material. If you use other peoples' materials, then you must give them credit and recognise the source. This includes making the material explicit by putting it in quotations and placing a footnote at the bottom of the page or back of your document to indicate complete details of the author and source.



GENERAL UNIVERSITY POLICIES AND STATUTES

Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures contained in the statutes in the VUW website.

The University Statute on Student Conduct and Policy on Staff Conduct

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor. This Statute is available in the APiB Administration Office or on the website at:

www.vuw.ac.nz/policy/StudentConduct

The policy on Staff Conduct can be found on the VUW website at:

www.vuw.ac.nz/policy/StaffConduct

Academic Grievances

If you have any academic problems with your paper you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the IMBA Director. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Statute which is published on the VUW website: www.vuw.ac.nz/policy/AcademicGrievances

Plagiarism

Victoria University defines plagiarism as the copying of ideas, organisation, wording or anything else from another source without appropriate reference or acknowledgement so that it appears to be one's own work. This includes published and unpublished work, the Internet and the work of other students and staff. Plagiarism is an example of misconduct in the Statute of Student Conduct. Students who have plagiarised are subject to a range of penalties under the Statute. See the website: www.vuw.ac.nz/policy/StudentConduct

Reasonable Accommodation Policy

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials

or in meeting the course requirements, then please contact the Course Coordinator as early in the course as possible.

disability@vuw.ac.nz

The name of the Disability Liaison Person can be obtained from the IMBA Programme Director.

Appeals / Concerns / Statute on Conduct

If you have any concerns with your courses, you should first talk to the lecturer concerned and, if you are not satisfied with the result of that meeting, contact the Director of the MBA. The University has well developed, independent procedures for dealing with academic grievances and complaints. These procedures are set out in the Statute on Academic Grievances in the University Calendar.

More generally, the University is also concerned to ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an environment of safety and respect. To this end, it has put in place a comprehensive Statute on Student Conduct. This Statute is printed in the University Calendar and contains information about what conduct is prohibited and what steps can be taken if there is a complaint. Persons with a complaint or grievance may seek assistance or support from another member of the University community such as the Adviser on Grievance Resolution, Departmental Chairpersons, Counselling staff or Sexual Harassment Contact Support persons. They may also resolve disputes by making use of any of the other informal or formal procedures outlined in the Statute on Conduct.

James (Jim) Richard - Lecturer [MBA, BSc (Hons) Psychology, BSc Mathematics]



Jim Richard holds an MBA from The University of Western Ontario (Richard Ivy School of Business) Canada, along with a BSc (Honours) in Psychology, and BSc in Mathematics from Trent University, Ontario, Canada.

He has over 16 years experience in a wide variety of IT and Telecommunications Sales and Marketing roles in New Zealand and North America. This is complimented by six years experience in supply chain management and logistics for a medium sized manufacturing business. He has initiated and helped develop new businesses in the Yukon, Canada, as a Small Business Consultant for the Canadian government and has owned and managed a small business in rural Ontario, Canada.

Jim has his own consulting practice focused on integrating Strategic Marketing and Technology for business. He was a trainer/facilitator for the New Zealand Institute of Management (NZIM) Sales and Marketing programme and a member of the Sales and Marketing Executives International (SMEI) and New Zealand Society for Risk Management (NZSFRM). In his spare time Jim also runs a Scuba Diving business.

Most recently he has held Senior Management roles in Sales and Marketing, with NEC. Before joining NEC he held management roles in Marketing and IT with Nortel Networks. His expertise includes improving customer service, partnering and contact management, developing technology business, sales and marketing strategies, account management planning, and change management.

He has successfully developed, modelled and implemented leading edge sales and marketing programs including advanced GIS and data mining techniques. Jim has worked extensively with key North American telecommunications companies (e.g., Ameritech, Bell Canada, BellSouth, Stentor) reviewing, developing and implementing new customer delivery processes.

Session Schedule - IMBA 518 – 2007

Session	Date	Topic	Basic Reading
			Kotler, et al. (2003)
1	18 August 2:00 – 4:00pm	- Course Introduction - What is marketing?	— Chapter 1
2	18 August 4:00 – 6:00pm	- Marketing Information & Research	Chapter 5
3	18 August 7:00 - 9:00pm	- Environment & Buyer Behaviour	Chapters 6 & 7
4	19 August 11:00am – 1:00pm	- Market Segmentation & Positioning	Chapters 10 & 11
5	19 August 1:00 – 3:00pm	- Product Policy & New Product Development	Chapters 12 & 14
6	19 August 4:00 – 6:00pm	- Competition & Pricing Policies	Chapters 9 & 16
7	15 September 2:00 – 4:00pm	- Distribution Decisions	Chapters 17 & 18
8	15 September 4:00 – 6:00pm	- Marketing Communications	Chapters 19 & 20
9	15 September 7:00 - 9:00pm	- Services Marketing	Chapters 2 & 15
10	16 September 11:00am – 1:00pm	- Quality & Customer Service	Chapter 3 & 21
11	16 September 1:00 – 3:00pm	- Global Marketing	Chapter 13
12	16 September 4:00 – 6:00pm	- Strategic Planning	Chapter 4 & 22

IMBA 518 – Session 1 – Teaching Objectives

Introduction (Text - Read Chapter 1)

- Get settled into the course, including course vision and values.
- Understand course objectives and expectations (review course outline).
- Voice student needs and learning objectives.
- Discuss the Marketing project - briefly.
- Define Marketing Management.

At the end of this lecture you should be able to:

- Explain what the key tasks of Marketing are
- Explain the 4 P's of Marketing
- Understand what is required for Marketing to take place

Supplementary Readings for Session 1:

Day, G. & Montgomery, D. (1999). Charting new directions for marketing. *Journal of Marketing*, 63(Special Issue), 3-13.

Supplementary Reading for Session 2:

Clancy, K. J. & Krieg, P. C. (2002). Marketing science hasn't failed. *Brandweek*, 43(19), 42.

Shugan, S. M. (2002). Editorial: Marketing science, models, monopoly models, and why we need them. *Marketing Science*, 21(3), 223-228.

Gershon, H. J. & Jackson, W. C. (2003). The value of market research. *Journal of Healthcare Management*, 48(3), 152-155.

Coming Up Next Session:

Marketing Information & Research

Think about: What is market information and market research?

IMBA 518 – Session 2 – Teaching Objectives

Marketing Information & Research (Text - Read Chapter 5)

Key concepts presented during this session:

- What is good market research
- Where does the information come from
- What role does information systems play in modern marketing
- How does one come up with market demand and forecasts

At the end of this session you will be able to:

- Understand the approach to marketing research leading to marketing action
- Describe how secondary and primary data are used in marketing
- Understand the use of information technology in marketing
- Recognise alternative methods to forecast sales

Supplementary Reading for Session 3:

Wilson, D. F. (2000). Why divide consumer and organizational buyer behaviour?
European Journal of Marketing, 34(7), 780-796.

Coming Up Next Session:

Environment Scan and Buyer Behaviour

Think About: What demographics are you interested in? Why do people buy?

IMBA 518 – Session 3 – Teaching Objectives

Environment and Buyer Behaviour (Text – read Chapters 6 & 7)

Key concepts presented during this session:

- Identify and understand the five external environmental forces
- Key methods for tracking and identifying opportunities in the macro environment
- How buyer characteristics affect buyer decisions
- How buyers make purchasing decisions

At the end of this session you will be able to:

- Initiate an Environmental Scan
- Explain the importance of the results of an environmental scan
- Explain Buyer Behaviour
- Understand the motivation for buyers

Supplementary Reading for Session 4:

Gibson, L. D. (2001). Is something rotten in segmentation? *Marketing Research*, 13(1), 20-25.

Coming Up Next Session:

Market Segmentation & Positioning

Think About: What are market segments? What does Positioning mean?

IMBA 518 – Session 4 – Teaching Objectives

Market Segmentation & Positioning (Read - Chapters 10 & 11)

Key concepts presented during this session:

- What are market segments?
- What criteria can be used to choose “best” segments
- What does positioning have to do with product and value?
- Differentiation

At the end of this session you will be able to:

- Identify relevant market segments
- Initiate target market programmes
- Explain Product Positioning
- Understand the use of differentiation

Supplementary Reading for Session 5

Wechsler, J. (2002). Pharmaceutical innovation under attack, *Pharmaceutical Executive*, 22(9), 22

Watts, R. M. (2002). Strategies for market disruptions, *The Journal of Business Strategy*, 23(3), 19-22

Coming Up Next Session:

Product Policy & New Product Development

Think About: What drives new product development?

IMBA 518 – Session 5 – Teaching Objectives

Product Policy & New Product Development (Read - Chapters 12 & 14)

Key concepts presented during this session:

- New products development challenges
- New product development organisational structure
- Main stages in product development
- Consumer adoption of new products

At the end of this session you will be able to:

- Analyse factors contributing to a product's success or failure
- Recognise and understand the purpose of each step of the new-product process
- Explain the product life-cycle concept
- Understand approaches to managing a product's life cycle

Supplementary Reading for Session 6

Wyner, G. A. (2002). Get serious about pricing, *Marketing Research*, 14(4), 4-6

Dozoretz, J. & Matanovich, T. (2002). The deadly dynamics of price competition, *Marketing Research*, 14(4), 26-30

Coming Up Next Session:

Competition & Pricing Policies

Think About: Who are competitors?

IMBA 518 – Session 6 – Teaching Objectives

Competition & Pricing Policies (Read - Chapters 9 & 16)

Key concepts presented during this session:

- Who are competitors
- Forms of competition
- Price setting and policy
- How to set prices
- Demand curves

At the end of this session you will be able to:

- Identify and analyse primary competitors
- Identify elements that make up a price
- Recognise price elasticity of demand effects on pricing decisions
- Calculate break-even points
- Understand how to establish an initial price
- Arrive at a final price

Supplementary Reading for Session 7

Buss, D. (2002). Crossing the channel. *Sales and Marketing Management*, 154(10), 42-48.

Coming Up Next Session:

Distribution Decisions

Think About: How will products be distributed in the electronic age?

IMBA 518 – Session 7 – Teaching Objectives

Distribution Decisions (Read - Chapters 17 & 18)

Key concepts presented during this session:

- Marketing Channels & Channel dynamics
- Supply Chain and Logistics
- Retail & wholesale

At the end of this session you will be able to:

- Explain what is a marketing channel of distribution
- Distinguish between traditional marketing channels, electronic marketing channels and vertical marketing systems
- Recognise differences between channels for consumer and business products
- Consider factors when selecting and managing marketing channels
- Understand supply chain and logistics as they relate to marketing
- Understand the marketing value of retail

Supplementary Reading for Session 8

Proctor, T. & Kitchen, P. (2002). Communication in postmodern integrated marketing, *Corporate Communications*, 7(3), 144-154.

Coming Up Next Session:

Marketing Communications

Think About: How does the Internet fit in?

IMBA 518 – Session 8 – Teaching Objectives

Marketing Communications (Read - Chapters 19 & 20)

Key concepts presented during this session:

- Marketing communications
- How does communication work
- Advertising programs
- Sales promotions
- Public relations, publicity
- e-marketing

At the end of this session you will be able to:

- Explain the communications process
- Select appropriate promotional approaches depending on product
- Appreciate value of integrated marketing communications approach
- Understand the steps in developing, executing and evaluating an advertising program
- Recognise importance public relations in communications

Supplementary Reading for Session 9

Harris, L. & Cohen, G. (2003). Marketing in the Internet age: What can we learn from the past? *Management Decision*, 41(9), 944-956..

Coming Up Next Session:

Internet Marketing and Services Marketing

Think About: The difference between “products” and “services”

IMBA 518 – Session 9 – Teaching Objectives

Internet Marketing and Services Marketing (Read - Chapters 2 & 15)

Key concepts presented during this session:

- New economy
- Internet, customer databases and customer relationship management
- Services, service firms
- Customer support services

At the end of this session you will be able to:

- Describe unique elements of services
- Understand how consumers purchase and evaluate services
- Understand role of internal marketing
- Explain the seven P's in services marketing

Supplementary Reading for Session 10

Buttle, F. (1996). SERVQUAL: Review, critique, research agenda, *European Journal of Marketing*, 30(1), 8-32.

Coming Up Next Session:

Quality & Customer Service

Think About: What is quality?

IMBA 518 – Session 10 – Teaching Objectives

Quality & Customer Service (Read - Chapter 3 & 21)

Key concepts presented during this session:

- Customer value
- Customer retention
- Deliver total quality
- Motivating the sales force
- Relationship marketing

At the end of this session you will be able to:

- Identify how to create customer value and retain customers
- Understand the effect of quality on customer value
- Understand the relationship between the sales force and customers perception of value and quality
- Motivate the sales force
- Utilise technology to help manage the customer

Supplementary Reading for Session 11

Zou, S., & Cavusgil, S T. (2002). The GMS: A broad conceptualization of global marketing strategy and its effect on firm performance, *Journal of Marketing*, 66(4), 40-56.

Coming Up Next Session:

Global Marketing

Think About: What is different about Global Markets

IMBA 518 – Session 11 – Teaching Objectives

Global Marketing (Read - Chapter 13)

Key concepts presented during this session:

- Factors to consider when going global
- Evaluating foreign markets
- Adapting products and marketing programs
- Manage & organise international activities

At the end of this session you will be able to:

- Understand the importance of environmental factors in shaping global marketing efforts
- Identify alternative approaches to enter global markets
- Understand specific challenges when creating worldwide marketing programs

Supplementary Reading for Session 12

Ahill, N. J., Frederikson, M. & Davies, J. (2003). Strategic marketing planning: A grounded investigation, *European Journal of Marketing*, 37(3/4), 430-460.

Coming Up Next Session:

Strategic Planning

Think About: How does all of this fit together?

IMBA 518 – Session 12 – Teaching Objectives

Strategic Planning Chapter 4 & 22

Key concepts presented during this session:

- Strategic planning – corporate, divisional
- Business unit planning
- Marketing plan - Major steps in the marketing process
- Company organisation trends
- Customer-focused culture

At the end of this session you will be able to:

- Describe why mission, culture and goals are important to an organisation
- Understand the relevance of strategic planning to marketing
- Describe relevant marketing planning frameworks
- Describe what makes an effective marketing plan

Coming Up:

Final Examination:

13 October 2007

3 hours – Open Book

Business Case Study and Associated Questions
