
Please read the syllabus very closely. Procedures, policies for course work, assignments and case submission as well as reading and written requirements are included. The excuse that “I did not know that it (whatever it may be) was in the syllabus” will not be accepted for any reason. To that end, reading and understanding the syllabus now is your responsibility.

The UNT COB complies with the Americans with Disabilities Act. Reasonable accommodations are made for qualified students with disability. If you have an established disability as defined in the Americans with Disabilities Act and would like to request accommodation, please see me as soon as possible.

Acceptable Student Behavior

Student behavior that interferes with an instructor’s ability to conduct the online class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to meet with the Chair of the Department and myself here in Denton, Texas. We may refer the student to the Center for Student Rights and Responsibilities to consider whether the student's conduct violated the Code of Student Conduct. The university's...
expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at [www.unt.edu/csrr](http://www.unt.edu/csrr)

**Course Description**

The first half of the 21st century will be characterized by significant shifts in the manufacturing, positioning, distribution and consumption of offerings. Significant sources of threats and opportunities, along with internal resources of a firm necessary for coping with opportunities and threats and positioning the firm in the marketplace will form the core material of the course.

Strategic Marketing Planning is a case-oriented course designed to equip students with the skills to critically review, integrate and apply the knowledge they have gained from other marketing and related courses taken in the MBA program. Cases will be selected to illustrate the types of problems encountered by marketing managers as they develop marketing strategies, tactics and marketing plans. The course provides students with the opportunity to analyze complex and at times dysfunctional business situations and then develop actionable marketing policies.

Ivey Cases (Ivey Business School, University of Western Ontario, London, Ontario, Canada; e-mail: cases@ivey.uwo.ca), and academic articles constitute all the cases in this course. These cases are to be critically reviewed and discussed.

This course is fast-paced, relatively challenging, and will stretch you to your limits. However, with the right attitude, and hard work coupled with diligence, you can make the experience intrinsically rewarding and fulfilling. The course requires considerable time for close reading, critiquing, analyzing, and reflecting on your own experiences (academic and practice) and writing. I hope you are prepared to make such a commitment.

**Course Objectives**

By the end of the course/semester, it is hoped that students will:

- Understand the process of strategic market planning. The course is intended to help students to identify, select and implement marketing strategies and tactics. The course is intended for students to become better marketing managers or good future marketing managers following the completion of the course.
- Comprehend the marketing concepts, theories, approaches, methods by which marketing managers use to improve the quality of their strategic decision-making in local, national, and global marketplaces.
- Become aware about the importance of micro and macro environmental analysis of the marketplace and key marketing strategies (e.g., STP marketing- segmentation, positioning, targeting, brand management, the marketing mix, other competitive
marketing strategies and tactics).

- Through the academic articles, students will understand the key reasons behind the employment of marketing strategies and the challenges confronting marketing managers.
- Appreciate the integration of knowledge gained from all the courses taken in the MBA program and then apply this knowledge to the analysis and solutions of marketing problems.
- Be able to apply the above in strategic marketing decision making in students’ own firms or future firms.

In this course, ethical issues are explicitly highlighted and covered, as will political, economic, social, technological, and global ramifications of marketing decisions.

**UNT College of Business Student Ethics Statement**

As a student of the UNT College of Business, I will abide by all applicable policies of the University of North Texas, including the Student Standards of Academic Integrity, the Code of Student Conduct and Discipline and the Computer Use Policy. I understand that I am responsible reviewing the policies as provided by link below before participating in this course. I understand that I may be sanctioned for violations of any of these policies in accordance with procedures as defined in each policy.

I will not engage in any acts of academic dishonesty as defined in the Student Standards of Academic Integrity, including but not limited to using another’s thoughts or words without proper attribution (plagiarism) or using works in violation of copyright laws. I agree that all assignments I submit to the instructor and all tests I take shall be performed solely by me, except where my instructor requires participation in a group project in which case I will abide by the specific directives of the instructor regarding group participation.

I will not use the university information technology system in any manner that violates the UNT nondiscrimination and anti-sexual harassment policies. Further, I will not use the university information technology system to engage in verbal abuse, make threats, intimidate, harass, coerce, stalk or in any other manner which threatens or endangers the health, safety or welfare of any person. Speech protected by the First Amendment of the U.S. Constitution is not a violation of this provision, though fighting words and statements that reasonably threaten or endanger the health and safety of any person are not protected speech.

Student Standards of Academic Integrity
http://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student_Affairs-Academic_Integrity.pdf

Code of Student Conduct and Discipline
Learning Methods

This course is wrapped around a combination of case study analysis, review and discussion of academic and/or practitioner research articles, Video discussion, students' input, and outside speakers (i.e., pre-recorded presentations of marketing and sales practitioners/academics) whenever possible. About halfway in the semester, I will call individual students (at an agreed upon time) on the phone and/or skype for discussion about the course and to find out how students are coping with the demands of the course.

Recommended Textbook


Please Note

1. You are strongly encouraged to read widely on the topics from other related academic Journals, Magazines/Newspapers and from the Internet (see below).
2. In addition, students are to keep abreast with the changing business environment within the marketplace – nationally and globally. This may be achieved from reading current publications in Journals, Magazines, and Newspapers, watching related TV programs, and observing your own firm’s marketing strategies/tactics in the marketplace.

Journals to be familiar with (a selection)

It is important that MBA students familiarize themselves with articles from several of the following marketing related journals. You can access some of these online (see google scholar for example) and from the nearest public library.

Magazines and Newspapers


Other useful Internet addresses

For world advertising resources www.warc.com/jmh

For corporate information www.corporateinformation.com

For world business news and reports www.worldbank.org
www.imf.org
www.doinbusiness.org
www.bbc.co.uk

For live full TV world news www.France24.com Please do visit this television site for latest world news in English. Enjoy!

Course Policies and Procedures

As this is the marketing capstone course the content of the reading assignments is primarily intended to review and then reinforce concepts you should have learned from other marketing courses and some non-marketing courses (e.g., Accounting, Management) that you have taken during your MBA program. I have personally purchased the cases from Western University and have the authorization to make single copies for my students only. Therefore, they are not obtainable from the Western’s website or anywhere. Please keep the cases for yourself and do not disseminate the cases to anyone. If you disseminate to others it will be considered a violation of the copyright law and could subject you to prosecution by Ivey Cases, the provider of the cases. I will personally give all students in the class printed copies.

Attendance and class discussion

Class participation is mandatory and so all students are expected to read and prepare assignments and write reports. Students should participate actively in the course and discussion with the professor. Occasionally, discussion will involve telephone conversation with the professor. Participation is also important indicator of attitude. Sporadic participation often signals to the instructor that the student places low priority on the course. Thus, by enrolling in this course, you are, in effect, agreeing to do your best to contribute to the learning experience.

Excused absences are those due to incapacitating illness, a death in the family, official participation in University-sponsored events, or absences that in the opinion of the
instructor are beyond the control of the student. Satisfactory documentation must be provided for any excused absence. **Work-related absences will not be excused.**

This is a graduate business course and the expectation is that you will conform to appropriate business behavior, i.e., behave like a senior marketing manager. Behavior detrimental to class progress will be heavily considered in the overall grade.

You are expected to stay in touch with the instructor. You are responsible for all announcements made to the class. Changes may be made in the syllabus and assignments during the semester.

Please be diligent. Hand in your assignments or reports on time. Failure to produce diligent and quality reports will always affect your final grade in the course.

Students with special needs must communicate with the professor as soon as possible. Make up reports etc. are never given except under the most extreme and compelling circumstances. In the latter case, you should **ALWAYS PRODUCE VERIFIABLE DOCUMENTS.**

**Late work:** No work will be accepted after the due or cut-off date unless with prior permission.

**Time requirements**

To complete the course successfully, students are expected to devote approximately 2 hours of preparation for every hour spent in class – 6 hours.

**Academic Integrity**

Student dishonesty, including cheating or plagiarism, will result in an automatic F in the course and immediate reporting of the student's actions to the Office of the Dean of Students and to the Office of the Dean of the College of Business. Please see the University of North Texas Student Guidebook and on UNT's web page (www.unt.edu). Cheating includes, but is not limited to: (1) use of any unauthorized assistance in taking exams; (2) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, or carrying out other assignments; or (3) the use of unauthorized notes for use in exams, looking at another student's exam answers, allowing another student to look at your own exam answers, or requesting or passing of information during the exam. Please be certain to cite any reference. Materials copied verbatim must be in quotation marks with a correct citation documented within the text. This applies to any and all materials taken from Internet sites.

The term plagiarism includes, but is not limited to, the use, by paraphrase or direct quotation, of the published or unpublished work of another person without full and clear acknowledgment. It also includes the use of papers and materials prepared by students in previous semesters or unacknowledged use of materials prepared by another person or
agency engaged in the selling of papers or other academic materials.

Source: UNT Code of Student Conduct and Discipline and COB Guidelines.

**Grading Scale**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Numeric Range (%)</th>
<th>Grade Points</th>
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<tbody>
<tr>
<td>A</td>
<td>90 to 100</td>
<td>4.0</td>
</tr>
<tr>
<td>B</td>
<td>80 to 89</td>
<td>3.0</td>
</tr>
<tr>
<td>C</td>
<td>70 to 79</td>
<td>2.0</td>
</tr>
<tr>
<td>D</td>
<td>60 to 69</td>
<td>1.0</td>
</tr>
<tr>
<td>F</td>
<td>Below 60</td>
<td>0.0</td>
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**Grading:** Critical case analysis, discussion, and report writing (50%); Discussion of firms’ marketing practices; Ted presentation, and putting forward marketing policies for competitive advantage (10%); Critique, summary, discussion, and report writing from academic or practitioner articles (40%). The total marks/points needed are 100%.

**Case analysis, critique, discussion and report writing:** This semester, students will work on typical firm (i.e., live) case studies pertaining to a conundrum for the firm. These cases are specifically chosen from the case list housed at the Richard Ivey School of Business, The University of Western Ontario, Canada. Given the nature of this course, your full participation in the work assigned is absolutely critical. Without full participation, your final grade will suffer.

Effective junior and senior managers (i.e., holders of MBA degree) possess a variety of skills. They have to be proficient in written and verbal skills and inter-personal relationships. The case study work is an assignment specifically geared toward making you understand and become aware of the importance of effective written communication, communication with the instructor, and hard work. See the grading criteria for expectations.

**Individual assignment:** Students will be assigned academic articles and case studies and will be requested to read, review and summarize the article and then discuss managerial/practical implications of the article/study. This will be on-going and throughout the semester. Students should send the reports to me via email attachment, not BB. Please indicate MKTG 5850 in the subject line. Thank you.
<table>
<thead>
<tr>
<th>Week</th>
<th>Source</th>
<th>Topics for reading and assignments</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>See Blackboard for power-point slides and articles.</td>
<td>• Course introduction – syllabus close reading and review. Read handouts on introduction to marketing, marketing concept, market orientation, marketing mix (i.e., the 7Ps), environmental analysis – PESTLE, SWOT. Also continue to read up on marketing practices, segmentation, targeting and positioning. Make notes for yourself. <strong>No assignment due.</strong></td>
</tr>
<tr>
<td>2</td>
<td>See power-point for slides and articles placed on Blackboard and your textbook or other marketing strategy book for additional appreciation of the topic.</td>
<td>• **Visit and familiarize yourself with Ted presentations. Visit <a href="http://www.Ted.com">www.Ted.com</a> and then do a search for marketing strategy. Watch about four of the presentations and write a brief report on your observation of the topic – marketing strategy (i.e., what is it and how is it pursued?). <strong>Assignment due on Wednesday January 24 at 11:59pm (CST).</strong></td>
</tr>
</tbody>
</table>
| 3    | See articles and power-point slides on Blackboard. | • Marketing practices and strategic marketing planning:  
  • **Using your own company or firm or a firm you are familiar with, discuss how the firm engages in marketing practices and strategic marketing planning. Referring to your reading from the blackboard and the textbook, put forward some well thought-out marketing policies to create competitive advantage(s) for the (or your) firm. Due on Wednesday January 31 at 11:59pm (CST).** |
| 4    | See Ivey case. | • Strategic marketing planning: Branding Orlando for Global competitiveness:  
  • **Summarize the case and then discuss the implications for branding and marketing management. In this case and subsequent cases, endeavor to assume the position of a marketing consultant who is giving advice. Due on Wednesday February 7 at 11:59pm (CST).** |
| 5    | See Ivey case. | • Selling, positioning and branding strategies: Elie Saab: Growth of a Global Brand:  
  • **Summarize the case and then discuss in-depth the implications for brand positioning and strategic marketing management. Due on Wednesday February 21 at 11:59pm (CST).** |
| 6    | See handouts on marketing research and on Sinclair C5-Blackboard. | • Marketing research and new product development: Read up on marketing research. **Complete survey questionnaire – Due on Wednesday February 28 at 11:59pm (CST).** |
| 7    | See Ivey case. | • Contextual Leadership in Transforming Culture: SABMiller South Africa:  
  • **Summarize the case and then discuss the managerial and marketing research implications for strategic marketing. Due on Wednesday March 7 at 11:59pm (CST).** |
  • **(i) Critically review and then summarize the article. (ii) Then briefly discuss the implications for marketing management. Due on Monday March 19 at 11:59pm (CST).** |
<p>| 9    | See Blackboard for article. | • Strategic Marketing Planning: A Review of the Relationship and Impact of Market Orientation and Market Positioning on |</p>
<table>
<thead>
<tr>
<th>Week</th>
<th>Activity</th>
<th>Instructions</th>
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| 10   | See Blackboard for handouts and read your textbook. | Organizational Performance.  
• **Critically review and summarize the article while discussing all implications for marketing managers. Read your textbook for guidelines. Due on Wednesday April 4 at 11:59pm (CST).** |
• **Critically review and discuss the implications for branding, positioning, strategic marketing management. Due on Wednesday April 18 at 11:59pm (CST).** |
• **Briefly discuss the importance of Vietnam (or Kenya) for US companies and implications of the case for international marketing management. Due on Wednesday April 25 at 11:59pm (CST).** |
| 13   | Read your textbook.                          | Competitive positioning strategies. Read Part 4 Chapters 11, 12, 13, 14 in your textbook. **No assignment due on May 2.** |
| 14   | See Ivey case.                               | East Coast Lifestyle: Expanding a Regional Apparel Brand.  
• **Critically review and discuss the key issues underpinning the case and then provide the implications for strategic marketing management. Due on Wednesday May 9 at 11:59pm (CST).** |
| 15   | See Blackboard for supporting articles and handouts. | Marketing practices:  
• **Visit and familiarize yourself with Ted presentations. Visit [www.Ted.com](http://www.Ted.com) and then do a search for marketing. Watch about four of the presentations and write a brief note on your observation of the topics. No Assignment due.** |
| 16   |                                             | **End of Semester – May 11**                                                 |
Grading criteria for group and individual written reports

Grade A
Excellent level of understanding of the chosen area/work/concepts.
Excellent analysis of the problem/case/concepts.
Excellent and well thought-out literature review commensurate with the level of class.
Excellent explanation of rationale and conclusion and/or proposed solution.
No major errors of principle or interpretation.
Overall, well argued and well thought-out response to the assignment.
Good quality written presentation and neat work.
Clearly written style, with a consistently high degree of effective communication.
Evidence of wide reading from the literature.

Grade B
Sound understanding of the problem/assignment.
Sound use of critical analysis.
Some minor errors of interpretation and/or fact.
Some "fog" or "wooly" analysis, but only to a minor extent.
Sound written presentation but some poorer parts are evident.
Variable standard in written style, with some inconsistency in effective communication.

Grade C
Adequate understanding of the problem/assignment.
Analysis is rather basic with a tendency to be uncritical and too descriptive.
Thinking and argument show "a good deal of fog" with rather muddled approach. Overall, adequate conclusions but work requires major revisions before being accepted by say, a manager or for outside circulation.
Work needs further revision and correction.

Grade D
Work demonstrates a very basic understanding of the problem/assignment. Very basic written communication and at times lacks coherence.
Very basic to poor written presentation.
Overall, work can be described as weak.