



## **MRKT 402 – Strategic Management**

### **Course Information**

Semester : Summer 2020 (June 29<sup>th</sup>, 2020 - July 31<sup>st</sup>, 2020)  
Credit : 4  
Teaching Hours : 50 Hours  
Time : 2 hours/day, Mon-Fri  
Professor Name : Dr. Werner Krings  
E-mail : wkrings@framingham.edu

### **Course Description**

An examination of the elements of marketing strategy within the context of an effective overall business strategy. Topics include developing a market-focused culture, customer and competitor analysis, value delivery, pricing, relationship management, brand management, and marketing communication. Students strategically analyze a firm's activities from the marketer's point of view, including marketing strategy formulation, implementation and control, and assessment of the functional areas of marketing (product, pricing, distribution and promotion). Prerequisites: MRKT 181 Marketing Principles and one (1) 300-level *management or marketing* course.

### **Learning Objectives**

1. To develop a working knowledge of marketing concepts, terms, practices and applications
2. To understand the role of marketing in society and how the marketing function integrates with the other functional areas of management
3. To investigate marketing management decisions and the marketing environment using actual Products and services
4. To develop analytic and communication skills

### **Class Hours**

Note: Federal regulations dictate that students are required to engage in two hours of work outside of class for each credit hour. So, for a 4-credit course, students are expected to work 8 hours per week outside the regular classroom meeting times. In summary, for 4-credit classes, including online and hybrid classes, students are expected to engage with the course material for a total of 12 hours per week.

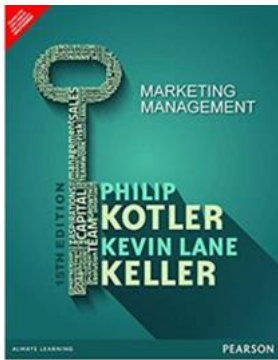
### **Requirements**

Lectures	Lecturers are based on the materials covered in the text (not restricted to the text). Slides will be regularly posted on Blackboard.
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Attendance and Interactive Discussion	Class participation is an important portion of the total course. Regular class attendance and active, articulate, and insightful participation are necessary if the course is to be a worthwhile experience for you and your class members.
(Remote) Guest Speaker	Might be via YouTube or Zoom. Marketing executives will be invited to speak to the class to discuss current Marketing issues and practices. (TBD!)
Video	Case-related video materials are used to demonstrate marketing concepts and techniques applied in actual business. (TBD!)
Internet	Relevant websites are used for researching marketing and company information.
Case Analysis	Guidelines are provided.
Article Assignments	Critical evaluation and commentary on assigned marketing articles regarding historical and current marketing ideas, is used during the course.
Consulting Project	You will be a consultant for Precision Marketing Group, Framingham (TBD!) <a href="https://www.precisionmarketinggroup.com/">https://www.precisionmarketinggroup.com/</a>
Series of Mini Exams	Format: 15 Minutes. Cover Course Content. Multiple Choice, True-False, Fill-in-the-blank questions. (No matter what your circumstances are on the day of the exam or of your presentation, you will only get a make-up day to retake the test not the presentation! Unexcused, you will be considered as 'F' Fail).

### Texts and Materials

	<p>The main textbook for the course and quizzes is: <a href="#">Amazon</a></p> <p><b>Marketing Management</b> 15th Edition, Pearson Publisher, 2016 Authors: Philip Kotler, Kevin Lane Keller</p> <p>ISBN-13: 978-933-258740-3 ISBN-10: 978-933-258740-3</p> <p>Additional material, see recommendations below.</p>
<p>Slides which summarize the major points of the textbook will be regularly provided after class on blackboard. They will not substitute studying the book and attending the class!</p>	

### Recommendation & Opportunities

Book Recommendations by [Precision Marketing Group](#) Status: 2019/2020

Title	Authors	Links
• Inbound Marketing	Dharmesh Shah and Brian Halligan	<a href="#">Amazon</a>
• Content Rules	Ann Handley and CC Chapman	<a href="#">Amazon</a>



• The Thank You Economy	Gary Vaynerchuk	<a href="#">Amazon</a>
• All Marketers are Liars Tell Stories	Seth Godin	<a href="#">Amazon</a>
• Hooked: How to Build Habit-Forming Products	Nir Eyal and Dave Wright	<a href="#">Amazon</a>
• Epic Content Marketing	Joe Pulizzi	<a href="#">Amazon</a>
• The Tipping Point	Malcom Gladwell	<a href="#">Amazon</a>
• Positioning: The Battle for Your Mind	Al Ries and Jack Trout	<a href="#">Amazon</a>
• Impossible to Ignore: Creating Memorable Content to Influence Decisions	Carmen Simon	<a href="#">Amazon</a>

### Additional Resources/Opportunities

In addition, you are encouraged to identify any periodical that you are interested in and to read it regularly. Successful people develop the habit of keeping up with changes in their industry by reading and talking with people.

### Marketing/Business/Statistic Research Resources

Resource	Online Access
• The New York Times	<a href="#">Online Magazine</a>
• Advertising and Marketing Industry News	<a href="#">Online Magazine</a>
• The Wall Street Journal	<a href="#">Online Magazine</a>
• The Economist	<a href="#">Online Magazine</a>
• Financial Times	<a href="#">Online Magazine</a>
• World Trade Organization	<a href="#">Online Presence</a>
• Fortune Education	<a href="#">Online Presence</a>
• United States Census Bureau	<a href="#">Online Presence</a>
• Insights Association (Marketing Research)	<a href="#">Online Presence</a>
• American Marketing Association (AMA)	<a href="#">Online Presence</a>
• Gallup	<a href="#">Online Presence</a>
• Showing Time (Marketing Statistics)	<a href="#">Online Presence</a>
• D&B Hoovers (Database)	<a href="#">Online Presence</a>
• Forrester (Predictions)	<a href="#">Online Presence</a>
• US Statistics	<a href="#">Online Presence</a>
• International Trade Administration	<a href="#">Online Presence</a>
• Gartner	<a href="#">Online Presence</a>

Social Networking Site [LinkedIn](#)

This space allows you to establish yourself professionally online and to build your professional network. It is a free-of-charge service. All your posts should be very professional!

## Grading Criteria

Framingham State University Grading Scale		
Recorded Grade	Equivalent Quality Points	Total Point Value



A	4.0	100 - 95
A-	3.7	94 - 90
B+	3.3	89 - 87
B	3.0	86 - 83
B-	2.7	82 - 80
C+	2.3	79 - 77
C	2.0	76 - 73
C-	1.7	72 - 70
D+	1.3	69 - 67
D	1.0	66- 63
D-	0.7	62 - 60
F	0.0	59 - 0

Deliverables	Weight
Personal Biography (Email Word Doc)	5%
Six Exams (Classroom)	20%
Group Consulting Project (I. + II.)	40%
I. Deliverables - Formal Report (25%) - Presentation (10%)	(35%)
II. Group Peer Evaluation	(5%)
Attendance	5%
Final Exam (Classroom)	30%
Total	100%
Extra Credits optional if student scores between two final Grades. Deliverables: One-Page Essay: Career Development & Class Participation for Students in Good Standing.	

## Course Expectations

<b>Attendance &amp; Absence</b>	<p>It is imperative to regularly attend the class to successfully pass the exams. In the event of <u>five or more absences</u>, <u>five points will be deducted from your final grade!</u></p> <p>If you attend the class later than 15 minutes, you are counted as <u>'Absent'</u>!</p> <p>Moreover, if your late attendance 15 minutes and above happens several times, you will <u>not obtain the extra credit option</u>. Instead, you will <u>receive the lesser grade</u> if your final score is <u>between two grades</u>. The use of the bathroom is <u>not permitted</u> during the exam! Please ensure to visit it before!</p>
<b>Laptop or Notebook Use</b>	<p>Student are only allowed to use their laptop/notebooks during class for work related to this course. <u>During and after the exam</u> the laptop/notebook has to be switched off!</p>



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	Students violating this rule may risk to fail the exam and will be asked not to bring their laptop/notebook to class.
<b>Prohibited Electronic Devices</b>	All cell phones, I-pods, MP3 players, pagers and other communication or texting devices have to be <u>switched off and put away</u> (out of sight) during <u>class and the exams</u> . Relax and enjoy the class.
<b>Mini Exams Participation In Class</b>	<p>The <u>purpose of the mini exams is to assess your progress</u>. Class participation is <u>expected to promote your analytical and communication skills</u>. Class participation can be <u>decisive with the Extra Credit option</u> to obtain the better of two grades if your final score is between two grades. It is a subjective criterion, whereby the professor considers the</p> <ul style="list-style-type: none"><li>• <u>Student's preparation for the class</u>: completed assignments, read chapter, etc.</li><li>• <u>Student's contribution</u>: adds value to class discussions, makes effort to answer questions, shows involvement in course material and makes meaningful comments in class discussions.</li><li>• <u>Student's attendance and timeliness</u>: Classes will start on time. If you are <u>more than 15 minutes late</u> or leave early <u>without reasonable excuse</u> it counts as 'absence'!</li></ul>
<b>Submission of Assignments</b>	Late assignments are <u>accepted</u> . However, 10 points are deducted for each 24-hour period that your assignment is late. Assignments will be accepted <u>no later than 3 days past the due date</u> .
<b>Group Project</b>	The major group project consists of <u>creating a marketing plan</u> . You will be provided with a template and your group has to develop a plan. How you share the work within the group is solely up to you! The students of the group will receive <u>a team grade</u> . However, there will be a peer evaluation by your group members regarding your <u>team contribution and collaboration</u> . <u>According to the level of participation/contributions</u> members of the group may receive <u>same, 10, 20 points less or in extreme cases even no credit</u> from the group work. The details will be explained in class.
<b>Business Attire</b>	Group projects and presentations are <u>oral exams and part of personal branding</u> . Therefore, it is imperative to demonstrate business demeanor and proficiency in applying concepts learned throughout the semester and to use vocabulary from chapters. The <u>quality of your formal reports</u> affects your <u>final score</u> .
<b>Citation Guidelines</b>	Using <u>appropriate citation form</u> and <u>giving credit where credit is due</u> is an exceptionally important aspect of excellent research and



	<p>scholarship. To ensure the best information use and presentation practices, <u>use APA guidelines</u>.</p> <p><u>Familiarize yourself with citation guidelines</u> in terms of <u>book, journal, chapter, newspaper article, and web citation</u> forms particularly.</p> <p>Students who violate these FSU rules, may either receive a penalty grade, including– but not limited to – <u>failing grade</u> on the assignment or in the course.</p>
<b>Inaccuracies Irregularities</b>	<p><u>Plagiarism</u> and other forms of <u>academic dishonesty</u> are grounds for course failure and <u>ultimately dismissal from the University</u>.</p> <p>Plagiarism is <u>copying, borrowing</u> somebody else’s work without giving them the deserved credit.</p> <p>Whether the work is <u>copyrighted or not</u>, a writer cannot just take someone else’s ideas or language from a work and pass it off as his own. Cheating means <u>copying or misrepresenting the source, nature, or other aspects of your academic work</u> (e.g., assignments, papers, projects, tests) so as to get undeserved credit. These forms of <u>academic dishonesty have serious consequences</u>.</p> <p><u>Students guilty of academic dishonesty are subject to disciplinary action</u> which may include, but is not limited to <u>reduction of a grade</u> on an assignment or examination, reduction of a grade for the class, <u>suspension or expulsion</u>.</p> <p>Contact your lecturer if you are unsure about the appropriateness of your course work. See: <b>ACADEMIC HONESTY POLICY!</b></p>
<b>Backup Safety</b>	<p>Please note that <u>it is your responsibility</u> to keep a copy of all your work. Students are advised to keep a <u>backup copy of any course work</u> completed on a computer. They might <u>send a copy of their work to their email</u> account, save it on their <u>portable USB flash drive, or hard drive</u>.</p>

### Academic and Professional Honesty Policy

<b>Framingham State University’s Policy</b> (Source: <a href="#">FSU Undergraduate Catalog</a> )	
<b>Academic Honesty Statement</b>	<p>“Integrity is <u>essential to academic life</u>. Consequently, students who enroll at Framingham State University agree to <u>maintain high standards of academic honesty and scholarly practice</u>. They shall be <u>responsible for familiarizing themselves with the published policies and procedures</u> regarding academic honesty. If found violating these rules, students will be <u>withdrawn from the class</u>.</p> <p>In addition to the required statement, faculty members shall, at their discretion, include in the course syllabus additional statements relating the definition of academic honesty to their courses. Infractions of the Policy on Academic Honesty include, but are not limited to:</p>



<b>1. Plagiarism</b>	Claiming as one’s own work the published or unpublished literal or paraphrased work of another author or student. It should be recognized that plagiarism is not only <u>academically dishonest</u> but also <u>illegal</u> .
<b>2. Cheating</b>	Cheating on <u>exams, tests, quizzes, assignments, and papers</u> , including the giving or acceptance of these materials and other sources of information without the <u>permission of the instructor(s)</u> results in <u>warning and ultimately failure ‘F’</u> .
<b>3. Unauthorized Collaboration</b>	The preparation of <u>individual course assignments</u> , e.g. exams is the responsibility of the individual student. <u>Unauthorized collaboration</u> , e.g. <u>during or after the exam</u> verbally, text message, mobile devices, or laptop/notebook either in the classroom or from a third location e.g. public bathroom will result in <u>the failure ‘F’ of all involved students</u> .
<b>4. Resubmission</b>	The submission of the <u>same assignment without authorization</u> for credit in more than one course <u>will result in failure ‘F’</u> .
<b>5. Dishonesty</b>	The use of <u>dishonest procedures</u> in computer, laboratory, studio, or field work will <u>result in failure ‘F’</u> .
<b>6. Misuse</b>	The misuse of the university’s technical facilities (computer machinery, laboratories, media equipment, etc.) either malicious or for personal gain will <u>result in failure ‘F’</u> .
<b>7. Falsification</b>	The <u>falsification of forms used to document the academic record</u> and to <u>conduct the academic business of the University</u> will result in <u>failure ‘F’ and is illegal</u> .
<b>Professional Honesty for Marketing Professionals</b>	<p><a href="#"><u>Code of Ethics for Marketing Professionals (AMA)</u></a></p> <p>The American Marketing Association commits itself to <u>promoting the highest standard of professional ethical norms and values</u> for its members (practitioners, academics and students). Norms are <u>established standards of conduct that are expected and maintained by society and/or professional organizations</u>.</p> <p><i>Values</i> <u>represent the collective conception of what communities find desirable, important and morally proper</u>. Values also serve as <u>the criteria for evaluating our own personal actions and the actions of others</u>. As <u>marketers</u>, we recognize that we not only serve our organizations but also act as stewards of society in creating, facilitating and executing the transactions that are part of the greater economy. In this role, <u>marketers</u> are expected to embrace the highest professional ethical norms and the ethical values implied by our <u>responsibility toward multiple stakeholders</u> (e.g., customers, employees, investors, peers, channel members, regulators and the host community).</p>



### Accreditation and Workload Expectations

Accreditation	Expected Study Work
All FSU credit courses are governed by the <b>Federal Definition of credit hour</b>	For every one hour of classroom or direct faculty instruction, a <u>minimum of two hours of out-of-class student work</u> is required. Since the summer courses meet for two contact hours daily (10 contact hours of classroom time weekly), the expectation is that <u>students spend 20 hours per week doing out-of-class work</u> . For the five week 4-credit hour course, this <u>reflects 50 hours of classroom time and 100 hours of out-of-class time</u> since the credit hour is defined as 50 minutes.

### US Copyright Law

<b>Course Material on Blackboard</b>	This course website may <u>contain copyrighted materials that are used in compliance on Blackboard with the U.S. Copyright Law</u> . Under that law, materials <u>may not be saved</u> to your computer, revised, copied, or distributed <u>without permission</u> . They are to be used in support of <u>instructional activity as part of this course only and shall be limited to the duration of the course</u> , unless otherwise specified by the instructor or owner of the material. <u>You may only download or print materials</u> at the direction of your instructor who knows <u>which materials are copyrighted and which are not</u> .
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### FSU Notice of Non-Discrimination

<b>Social Interactions with others</b>	Framingham State University is committed to a policy of <i>non-discrimination, equal opportunity, diversity and affirmative action</i> . Framingham State University is dedicated to providing educational, working and living environments that value the different backgrounds of its people. The Massachusetts Civil Rights Act ("MCRA," M.G.L. c. 12, §§ 11H, 11I, 11J) protects the rights of all residents and visitors to Massachusetts to be free from bias-motivated threats, intimidation, and coercion that interfere with their civil rights. The MCRA protects the right to attend school, live peacefully, and enjoy other basic rights. At FSU we provide a respectful and encouraging learning and research environment.
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### Student Resources

<b>1. Blackboard</b>	<a href="#">Blackboard Learn</a>
<b>2. Library</b>	The <a href="#">Whittemore library</a> is an excellent source for obtaining information on how to conduct research, research guidelines and





	<p>research databases. They are available over the Internet, on or off-campus (with your FSC ID) 24 hours a day.</p> <p><u>Introduction to the Whittemore Library at FSU: <a href="#">YouTube video</a></u></p> <ul style="list-style-type: none"> <li>• Shin Freedman, Business Librarian Phone: +1 (508) 626-4666; Email: <a href="mailto:sfreedman@framingham.edu">sfreedman@framingham.edu</a></li> <li>• Sandra Rothenberg, Reference Librarian Phone: +1 (508) 626-4083; Email: <a href="mailto:srothenberg@framingham.edu">srothenberg@framingham.edu</a></li> </ul>
<b>3. Writing Guide</b>	<p>The <u>American Psychology Association (APA)</u> publication guidelines are the FSU standard for all written assignments and projects.</p> <p>To learn more about writing in the <u>APA format</u> the following resources might offer a starting point.</p> <ul style="list-style-type: none"> <li>• APA Style Website: <a href="#">APA Style Q&amp;As</a></li> <li>• FSU's Henry Whitmore Library: <a href="#">APA Style Guides</a></li> </ul> <p>You also may wish to sign up for REF Works through FSU's Henry Whitmore Library.</p> <p>Please see the online tutorials or contact the Framingham State librarian <a href="#">Contact Partner</a> for more details.</p>

### Status

<b>Syllabus</b>	<p>This syllabus is a living document, i.e., it can be subject to updates. The updated version of the syllabus will be announced in class and posted on Blackboard.</p> <p>It is the student's responsibility to comply with the latest version. The <i>current</i> version is 1.1.</p>
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### Course Content/Outline

Wk	Schedule	Chapter	Content	Assignment
I.	Mon 6/29	1	<b>PART I. Understanding Marketing Management,</b> 2 Defining Marketing for the New Realities, 3	<a href="#">Read Chapter 1</a> <a href="#">Prepare Bio</a>
	Tue 6/30	2	<b>Overview on Precision Marketing Group</b> Assignment; Consulting Projects (Prepared in US) Developing Marketing Strategies and Plans, 35	<a href="#">Read Chapter 2</a>
	Wed 07/01	3	<b>PART II. Capturing Marketing Insights,</b> 66 Collecting Information and Forecasting Demand, 67 •Case 1.3A and Question 2.3A Microsoft case, 94 •Case Analysis Group 1, Ch. 3, A. 1st Assignment •Questions, Group 2, Ch. 3, A. 1st Assignment •Case 3.3A and Questions 4.3A Walmart, 95	<a href="#">Read Chapter 3</a> <a href="#">A. Submit Case</a> <a href="#">Submit Bio by Email</a>



	Thu 07/02	4	<b>Conducting Marketing Research, 99</b> Case 5.4A and Question 1.4B Ideo, 122 Case 2.4B and Question 3.4B Intuit, 124	<a href="#">Read Chapter 4</a>
	Fri 07/03			
	Sat 07/04			
	Sun 07/05			
II.	Mon 07/06	6	<b>PART III: Connecting with Customers, 126</b> Analyzing Consumer Markets, 157 •Case 4.6B and Question 5.6B Disney, 184 •Case 1.6C and Question 2.6C IDEA, 185	<a href="#">Read Chapter 6</a>
	Tue 07/07			
	Wed 07/08	7	<b>Analyzing Business Markets, 189</b> •Case 3.7C and Question 4.7C Accenture, 213 •Case 5.7C and Question 1.7D GE, 214	<a href="#">Read Chapter 7</a>
	Thu 07/09	9	<b>PART IV: Building strong Brands, 244</b> Identifying Market Segments and Targets, 245 •Case 2.9D and Question 3.9D HSBC, 270 •Case 4.9D and Question 5.9D BMW, 272	<a href="#">Read Chapter 9</a>
	Fri 07/10	10	<b>Crafting the Brand Positioning, 275</b> Case 1.10E and Question 2.10E •Louis Vuitton, 296 •Case 3.10E and Question 4.10E •American Express, 293	<a href="#">Read Chapter 10</a>
	Sat 07/11			
Sun 07/12				
III.	Mon 07/13	12	<b>Addressing Competition and Driving Growth, 335</b> •Case 5.12E and Question 1.12F Samsung, 363 •Case 2.12F and Question 3.12F IBM, 364	<a href="#">Read Chapter 12</a>
	Tue 07/14			
	Wed 07/15	13	<b>PART V: Creating Value</b> Setting Product Strategy, 367 •Case 4.13F and Question 5.13F Caterpillar, 394 •Case 1.13G and Question 2.13G Toyota, 396	<a href="#">Read Chapter 13</a>
	Thu 07/16			
	Fri 07/17			
	Sat 07/18			
Sun 07/19				
IV.	Mon 07/20	14	<b>Designing and Managing services, 399</b> •Case 3.14G and Question 4.14G The Ritz-Carlton, 424 •Case 5.14G and Question 1.14H Mayo Clinic, 426	<a href="#">Read Chapter 14</a>
	Tue 07/21			
	Wed 07/22	20	<b>PART VII: Communicating Value, 556</b> Managing Mass Communications: Advertising, Sales Promotions, Events and Experiences and Public Relations, 585 •Case 2.20H and Question 3.20H Coca-Cola, 610 •Case 4.20H and Question 5.20H Gillette, 612	<a href="#">Read Chapter 20</a>
	Thu 07/23	21	<b>Managing Digital communications: Online, social Media, and Mobile, 615</b>	<a href="#">Read Chapter 21</a>
	Fri 07/24			
	Sat 07/25			
Sun 07/26				
V.	Mon 07/27	22	<b>Managing Personal Communications: Direct and Database Marketing and Personal Selling, 635</b> •Practice oral presentation of consulting project •Formal consulting project presentations	<a href="#">Read Chapter 22 Practice</a>
	Tue 07/28			
	Wed 07/29			
	Thu 07/30			



			•Written Paper due	
	Fri 07/31	WU	Wrap Up (Grading, etc.)	
	Sat 08/01			
	Sun 08/02			

## Course Content/Outline

<b>Tackle a case</b>	
<b>Step 1</b>	• Provide the background of the case
<b>Step 2</b>	• Answer the question
<b>Step 3</b>	• Identify the lessons learned
<b>Step 4</b>	• List sources used in your research
<b>Step 5</b>	• Bring the case up-to-date. What is happening to this company today?

### Questions for the Case Format

- Create two thoughtful and strategic questions for the case that you have been assigned to.
- Write your answer to each of the questions
- Ask the group your questions in class

### Documents Provided

- PowerPoint Tips
- APA writing style format
- Oral Presentation Evaluation forms (Peer Review)
- Poster Presentation Format