

**UNIVERSITY OF MASSACHUSETTS DARTMOUTH**  
**Charlton College of Business**  
***Department of Management & Marketing***

**Summer 2010**

**COURSE:** MKT 650 – Marketing Strategy

**PREREQUISITE:** Graduate standing

**PROFESSOR:** Dr. D. Steven White, CCB 323, 508.999.8267, [swhite@umassd.edu](mailto:swhite@umassd.edu)  
<http://twitter.com/dstevenwhite>

**OFFICE HOURS:** By appointment

This on-line course meets entirely on the UMass-Dartmouth MyCourses site. If you have never used myCourses or are having problems logging into the site please send an email to [mycourseshelp@umassd.edu](mailto:mycourseshelp@umassd.edu), or call the Student IT Services Center at 1-508-999-8884 between 8:00AM and 5 pm EST during the week, or at 1-800-569-6505 between 5 pm and 8 am and on weekends and holidays. As you log on to the site, it will perform a browser check to make certain that you are able to accurately access all of the available features of the WebCT Vista environment.

**COURSE OBJECTIVES:**

This course builds upon your understanding of marketing learned in the core classes to examine critical paths to attain competitive advantage in today's marketplace. Broadly, the topics covered support the development of successful and profitable long-term relationships with customers.

The purpose of the course is to provide you with the relevant frameworks, tools, and processes for more effective strategic marketing management, including the advantages, limitations, common uses and some best practice examples. This is accomplished through assigned readings, student discussion and interaction, and a final project designed to enhance your synthesis of the concepts covered in the course.

Upon completion of the course, you will have been exposed to both classical and contemporary theories of marketing strategy. And you'll possess a better understanding of the importance of marketing to an organization and how to measure the outcomes associated with the marketing process.

## **TEACHING METHODOLOGY:**

The class is conducted as an interactive student-centered exchange. Students are expected to take an active role in their own education. The class involves discussion and dialogue as major elements in the learning strategy and will revolve around the 56 articles assigned as reading for the five week session. Individual participants are responsible for completing reading assignments and participating in discussion of those readings.

## **CLASSROOM**

### **POLICY:**

All members of the class must carry out agreed upon assignments and abide by the time lines and deadlines specified.

## **INTERACTION:**

A large part of doing business involves interaction with others. Today's managers must not only have superior analytical capabilities, but they should also be able to clearly articulate their ideas to a group of their peers. This is because in many areas of concern for an organization, there is rarely a single correct answer. Instead, there are better answers and options that are discoverable via collaborative discussion with co-workers. Hence, the format of this course will be highly interactive; the overall goal is to provide you an opportunity to develop this critical skill.

My teaching philosophy is that students learn best when they must actively engage in and wrestle with marketing concepts and theories. Hence, some of the assigned reading has been selected to challenge your marketing and management capabilities and fully engage your physical, mental, social, (and even emotional) processes.

## **MATERIALS:**

There is no required textbook for the course. All of the required reading is posted on the MyCourses site in labeled folders. Students are encouraged to supplement this material with their own research and readings.

## **GRADING:**

Synthesizing Exercises:	End of Week 2	<b>20 percent</b>
	End of Week 4	<b>20 percent</b>
Discussion/Participation:	Online Discussion Forums	<b>25 percent</b>
Final Project:	White Paper on Strategic Marketing for the next decade	<b>35 percent</b>

Synthesizing Exercises: Five pages or less, double-spaced 12 point font with one inch margins. Name and date submitted in the top left-hand corner. Each paper provides you with an opportunity to synthesize the readings for the past two weeks into your own words. Compare/Contrast/Relate Themes/etc. The goal is to show that you've processed the information and made it your own. Due by Sunday, 8 pm on 13 June and 27 June.

Discussion/Participation: Each week, a discussion question will be submitted by the instructor. Students are expected to participate in the discussions, offer their opinions and feedback to their colleagues and to supplement their discussions with examples from either their workplace or from research relating to the topic.

Whitepaper: A research paper that presents a position and/or expectations regarding the issues, concerns, direction, changes, challenges, etc. impacting Strategic Marketing for the next decade (2010-2020). This assignment represents the bulk of your course load for this summer. 20 pages or less, double-spaced 12 point font with one inch margins, title page, table of contents, references, charts/graphs/diagrams. Please use the APA style (guidelines available on the UMass-Dartmouth library website. My advice is to start today! Due by Friday, 2 July at 8 pm (although the class officially ends on Wednesday, 30 June).

### **Readings for Week 1: Marketing as A Value Added Endeavor**

McKenna, Marketing is Everything (**begin course with this article**)

Wind, A Plan to Invent the Marketing We Need Today

Smith, Drumwright and Gentile, The New Marketing Myopia

McPhee and Wheeler, Making the Case for the Added-Value Chain

Jackson, Reaching for Value: Grow Your Business Without Leaving Your Competitive Stronghold

Steffes, Murthi and Rao, Acquisition, Affinity and Rewards: Do They Stay or Do They Go?

Henry and Razzouk, From Market Share to Customer Share: Implications to Marketing Strategies

McGuinn, The Future of Customer Service

Mahler and Bahulkar, Smart Complexity

Grossberg, Marketing in the Great Recession: An Executive Guide

Gummesson, Quality, Service-Dominant Logic and Many-to-Many Marketing

Fullerton and Merz, The Four Domains of Sports Marketing: A Conceptual Framework

### **Readings for Week 2: Marketing Information Needs**

Helgesen, Nettet and Voldsund, Marketing Perceptions and Business Performance: Implications for Marketing Education?

Srinivasan and Hanssens, Marketing and Firm Value: Metrics, Methods, Findings and Future Directions

Michaeli and Simon, An Illustration of Bayes' Theorem and Its Use as a Decision-Making Aid for Competitive Intelligence and Marketing Analysts

Calof and Wright, Competitive Intelligence: A Practitioner, Academic and Inter-Disciplinary Perspective

Forrester Consulting, Lean Business Intelligence: Why and How Enterprises are Moving to Self-Service Business Intelligence

Greenyer, Measurable Marketing: A Review of Developments in Marketing's Measurability

Patterson, Taking on the Metrics Challenge  
Mitchell, Marketing's Missing Metrics  
Das, Relationship Marketing Research (1994-2006): An Academic Literature Review and Classification  
Petersen, McAlister, Reibstein, Winer, Kumar and Atkinson, Choosing the Right Metrics to Maximize Profitability and Shareholder Value  
Trim and Lee, A Strategic Marketing Intelligence and Multi-Organisational Resilience Framework

### **Readings for Week 3: IMC, SMM and CRM**

Hongcharu and Eiamkanchanalai, A Comparative Study of Traditional Mass Media, The Internet and Mobile Phones for Integrated Marketing Communications  
Nunes and Merrihue, The Continuing Power of Mass Advertising  
Kanso and Nelson, Multinational Corporations and The Challenge of Global Advertising: What do US Headquarters Consider Important in Making Media-Selection Decisions?  
Ferguson, The Consumer Inside: At Its Heart, All Marketing Speaks to Human Beings  
Chapter 3: Focusing Marketing Strategy with Segmenting and Positioning  
Vukasovic, Searching for Competitive Advantage with the Aid of the Brand Potential Index  
Epstein, For Many Companies 'Customer Driven Marketing is No Longer a Vision, But Also a Headache. Why?  
Sultan and Rohn, How to Market to Generation M(obile)  
Aggarwal, Vaidyanathan and Venkatesh, Using Lexical Semantic Analysis to Derive Online Brand Positions: An Application to Retail Marketing Research  
Hubspot, The State of Inbound Marketing 2010  
Stephen and Galak, The Complementary Roles of Traditional and Social Media in Driving Marketing Performance  
Fallat and Ancarani, Yield Mangement, Dynamic Pricing and CRM in Telecommunications

### **Reading for Week 4: Marketing Strategy**

Porter, What is Stratgy?  
Mulcaster, Three Strategic Frameworks  
Sheehan and Vaidyanathan, Using a Value Creation Compass to Discover "Blue Oceans"  
Chapter 3: Customer-Driven Marketing Strategy: Creating Value for Target Customers  
Gummesson, Customer Centricity: Reality or a Wild Goose Chase?  
Jitpaiboon, Dangol and Walters, The Study of Cooperative Relationships and Mass Customization  
Barwise and Meehan, Is Your Company as Customer-Focused as You Think?  
Faure and Natter, New Metrics for Evaluating Preference Maps  
Anderson, Wouters and van Rossum, Why the Highest Price Isn't the Best Price  
Evans and Webster, Designing the Right Product Offerings  
Klaus and Maklan, The Role of Brands in a Service-Dominated World  
Porter, Strategy and the Internet

### **Readings for Week 5: Developing a Strategic Marketing Plan**

Parvinen, Tikkanen and Aspara, Corporate Strategic Marketing: A New Task for Top Management  
Shanker, Strategic Allocation of Marketing Resources: Methods and Managerial Insights  
Gosselin and Bauwen, Strategic Account Management: Customer Value Creation Through Customer Alignment

Santala and Parvinen, From Strategic Fit to Customer Fit  
Cooper, Strategic Marketing Planning for Radically New Products  
Sherman, Rowley and Armandi, Developing a Strategic Profile: The Pre-Planning Phase of Strategic Management  
Neves, Strategic Marketing Plans and Collaborative Networks  
Sahlman, How to Write a Great Business Plan  
OpenOffice.org, Strategic Marketing Plan 2010 (**end the course with this article**)