

**INTERAMERICAN UNIVERISTY OF PUERTO RICO
METROPOLITAN CAMPUS
ECONOMICS AND ADMINISTRATIVE SCIENCES FACULTY
MBA PROGRAM**

SYLLABUS

I. GENERAL INFORMATION:

Course Title:	Strategic Marketing
Course Code:	BADM 6350
Credits:	3
Term:	Trimester Aug-Oct 2009 (201013)
Professor:	Henry Lozada
Office Hours:	6:00 pm to 7:30 pm Thursday
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II. DESCRIPTION

Introduction to problems in the decision-making process at managerial levels within the different marketing strategies that develop during the planning period.

III. OBJECTIVES

It is expected that upon completing the course, the student will be able to:

1. To identify and evaluate the strategic choices confronting organizations in the Marketplace;
2. To undertake situational analysis to identify and assess the market environment and consumer forces that affect marketing planning and strategy development;
3. To develop consumer-centered marketing strategies including analysis, planning, organization, implementation, and control activities;
4. To assess how strategic marketing planning may interface with other core business functions and how they together affect business performance as a whole;
5. To appreciate and understand the value and importance of business ethics and Social responsibility issues involved in marketing decision making.

IV. CONTENTS

- A. Strategic Analysis
 - 1. Strategic Market Management – An Introduction
 - 2. External and Customer Analysis
 - 3. Competitor Analysis
 - 4. Market / Submarket Analysis
 - 5. Environmental Analysis and Strategic Uncertainty
 - 6. Internal Analysis

- B. Creating, Adapting, and Implementing Strategy
 - 1. Creating Advantage, Synergy, and Strategic Philosophies
 - 2. Alternative Value Propositions
 - 3. Building and Managing Brand Equity
 - 4. Energizing the Business
 - 5. Leveraging the Business
 - 6. Creating New Businesses
 - 7. Global Strategies
 - 8. Setting Priorities for Businesses and Brands – The Exit, Milk, and Consolidates Options
 - 9. Organizational Issues

V. ACTIVITIES

A. Journal articles reviews

Journal article reviews should contain a brief summary of the article and also its relevance and importance. The article must be integrated to the course by explaining how I relate and what it adds to the course material. Each review will be presented and discussed with peers. The reviews and the reactions will be posted on the Discussion section.

B. Forum Discussions

Students must participate in the discussion of topics presented by the professor as stated on the Time Schedule. Students can initiate a discussion as well as react to his/her peers' comments in order to add to the discussion. It is necessary that the topic be thoroughly discussed by all students, providing for different sides of the issues. Diverse ideas and points of view must be integrated. Quantity and quality of participations will be considered to determine the grade.

C. Case Analyses

Case problems are designed to give the student an opportunity to apply theoretical concepts and principles to a true-life situation. When reading a case, follow these steps to help you think through the problems and prepare a logical analysis:

1. Recognize the real problem:

Read the entire case to understand what it is about. List the key facts. Examine those facts and try to isolate the symptoms and define the cause.

2. Determine what marketing concepts and issues are involved:

Define branding issues involved in the situation. Was a detailed analysis performed? Was a sound plan developed? Segmentation problems? Etc., etc.

3. After evaluating the causes and the principles, decide on possible course of action to correct the situation:

List all possible actions and analyze each one in terms of its chance of correcting the situation, how it may solve the problems; how feasible is the action; what problems may arise in implementing the action; what happens if it fails, what problems may arise even if the action corrects the situation.

4. Individual work

Critical analysis of articles. Each student will undertake a critical analysis of five (5) articles on the topic of Marketing in the Nonprofit Institutions/ organization. A critical analysis is not limited to the abstract or the translation of the article. You must use magazine articles or Journal in the last two years. You can use articles from earlier dates are indispensable for analysis. You must include a copy of each article with your analysis.

Format for critical analysis:

I. Reference Article

II. Article Summary: Though a short, students are expected to discuss relevant information, presented in the article.

III. Item Purpose: for it was written the article?

IV. Methodology used if an article that presents the results of an investigation, explain what type of research is conducted and the methodology used.

V. Findings and conclusions of the author of the article

VI. Your opinion about the article: You must perform a thorough analysis of the article: if you agree or disagree with the author, with the methodology, findings and conclusions, and what recommendations would you do to continue researching the subject. Explain.

5. Comprehensive team project

The general assignment for the course team project is to develop a comprehensive marketing plan for one major product (or service) offered by the client. Your marketing plan should be presented in written form, with any necessary exhibits and appendices. You are expected to pay particular attention to the following criteria:

1. Use of analytical marketing concepts and techniques to analyze the company and its products (Strategic analysis);

2. Degree to which information was sought and attained;

3. Develop company's marketing program/plan/strategies (Strategy creation and Refinement);

4. Suggestions for future marketing activities of the company;

The purpose of this written term project is to apply the marketing strategy and Planning knowledge gained in the course into the company you selected. You are expected to conduct a strategic analysis and develop a strategic marketing plan for the company. Please use our textbook as a guide and data banks and written material available through University library system to obtain the necessary data and information. You may choose to follow the strategy development discussion agenda when developing your marketing plan.

***Strategy Development: A Discussion Agenda
(Figure 16.5 in P.322 of the textbook)***

Customer Analysis

- Who are the major segments?
- What are their motivations and unmet needs?

Competitor Analysis

- Who are the existing and potential competitors?
- What strategic groups can be identified?
- What are their sales, share, and profits?
- What are the growth trends?
- What are their strengths, weaknesses, and strategies?

Market/Submarket Analysis

- How attractive is the market or industry and its submarkets?
- What are the forces reducing profitability in the market, entry and exist barriers, growth projections, cost structures, and profitability prospects?
- What are the alternative distribution channels and their relative strengths?
- What industry trends are significant to strategy?
- What are the current and future key success factors?

Environmental Analysis

- What environmental threats, opportunities, and trends exist?
- What are the major strategic uncertainties and information need areas?
- What scenarios can be conceived?

Internal Analysis

- What are our costs, strategy, performance, and points of differentiation?
Strengths, weaknesses, strategic problems and culture?
- What is our existing business portfolio?
- What has been our level of investment in our various product markets?

Strategy Development

- What investment level is most appropriate for each product market –?
Withdrawal, milking, maintaining or growing?
- What assets and competencies will provide the basis for an SCA? How can they
Be developed, maintained, and leveraged?
- What value proposition will be the core of the offering?
- What are the alternative functional strategies?

Project Requirements

It is expected that each group member participate effectively in the development of the project. The project (marketing strategy and plan exercise) consists of a formal oral presentation to the class and a written report.

Each group will have up to 25 minutes to present, including questions and answers (usually 20 minutes for presentation and 5 minutes for Q&A).

There is no specified length for the written report. Make it sure that your Recommendations are appropriate and they make business sense. As well, they are to be backed by strategic marketing concepts and techniques we discuss in class.

E. Peer Evaluations

The marketing plan is a group project, but the grades will be individual. An evaluation form is provide so that each student will inform about the collaboration/contribution provide by each member of the group. This is of critical importance and strictly confidential between each student and the professor.

Course Requirements:

The lessons must be completed by the deadlines. The students must work on each lesson with in the time frame provided for it. The Student will augment the lesson plan with additional readings, as needed, to expand and clarify his /her knowledge of the topics.

VI. EVALUATION

Evaluation Criteria:	Score	% of Final Grade
Case	400 points (100 each)	60%
Exams	100 points	20
Peer evaluation *	50 points	5
Attendance	50 points	5
Class Participation	100 points	<u>10</u>
		Total 100%

Evaluation of cases (criteria to be assessed)

Relevant data analysis	30 points
Using resources and references	20 points
Knowledge and use of this information	15 points
Recommendations	10 points
Organization and individual presentation	25 points

Total 100 points

Grade Definitions

A = an excellent performer who actively participates in class discussions. Has sharp insight into the material and presents thoughtful ideas and questions. Writes logically and clearly. Integrates concepts and information learned at this and other courses. Exceeds the minimum requirements of the course.

B = Grasps subject matter at a level considered to be good or very good. Actively participates in class discussions. Writes well and produces high quality work. Demonstrates a relatively high level of knowledge and understanding of class material.

C = Demonstrates some comprehension of the subject matter but accomplishes only the minimum requirements. Displays little or no initiative. Communicates at a barely acceptable level.

F = Quantity and quality of work is below average and no acceptable.

VII. SPECIAL NOTES:

A. Special Accommodations

Students who require special accommodations must request these services at the beginning of the course as soon as they notice that they need help. Students can access this service with Professor Jose Rodriguez, Coordinator of Students with Special Needs at the Guidance and Counseling Office on the first floor at Metro's Student Center.

B. Plagiarism

Plagiarism, dishonesty, fraud and any other type of manipulation or inappropriate behavior related with academic performance are unacceptable in our institution. Disciplinary actions will be taken on students found guilty of such practice as established in Chapter V, Article 1, Section B.2 of the Student's Rules and Regulations handbook.

<http://metro.inter.edu/servicios/documentos/reglamentosestudiantes2006.pdf>

Inter American University has very strict regulations regarding plagiarism (using the ideas or words of others without giving proper credit), so it is important that you specifically read Chapter 5, Article 1, Section B.2c of the Student' Rules and Regulations Handbook. This section clearly explains what plagiarism is. In addition, it explains the types of sanctions students are exposed to when they commit it.

C. Use of Electronic Devices

Cellular (mobile) telephones and any other electronic device that could interrupt the teaching-learning process or disrupt a milieu favorable for academic excellence will be deactivated. Critical situations will be dealt with in an appropriate manner. The use of electronic devices that permit the accessing, storing or sending of data during tests or examinations is prohibited.

VIII. LEARNING RESOURCES

1. Textbook:

Strategic Market Management, 8th edition. David A. Aaker, John Wiley & Sons, ©2008.

2. Supplementary Readings:

Journal Articles as specified in the different study sessions

Video Spanning Silos, David A. Aaker:

<http://www.infoamerica.org/videoteca/videoteca/aaker01.htm>

IX. BIBLIOGRAPHY

Global Marketing: Foreign Entry, Local Marketing and Global Management. 5th Ed. Johansson, J.K. (2009). NY: McGraw-Hills/Irwin.

International Marketing, 14th Ed. Cateora, P.R. & Graham, J. (2009). NY: McGraw-Hill/Irwin.

Global Marketing, 5th Ed. Keegan, J. & Green, M.C. (2007). NJ: Upper Saddle River: Prentice Hall.

Global Marketing Management. Kate be, M. & Helsen, K. (2007). NJ: Hobeken: John Wiley & Sons.

Strategic Management – Competitiveness and Globalization, 8th. Edition, Michael A. Hitt, R. Duane Ireland and Robert E. Hoskisson, South-Western Cengage Learning, 2009.

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Globalization of Business: Practice and Theory. International Business Press. Ali, Abbas J., 2000.

Marketing Management. Kothler, Phillip, Prentice Hall Publishing Co., 2003.

Marketing as Strategy: Understanding the CEO's Agenda for Driving Growth and Innovation. Lumar, Nirmalya, 2004.

Management Challenges for the 21st Century, Drunker, Peter F. Harper Business, 1999.

Strategic Management – An Integrated Approach, 6th. Edition, Charles W. L. Hill and Gareth R. Jones, Houghton and Mifflin, 2004.

Contemporary Management, Jones, George and Hill, Irwin McGraw-Hill, 1998.

Global Marketing Management, Keegan, Warren J., Mark C. Green, Prentice Hall, 2003.

Total Global Strategy II. Yip George, Prentice Hall, 2003.

Fundamentals of Management- Core Concepts and Applications, Ricky W. Griffin, 6th Edition, John A. Pearce and Richard B. Robinson, Irwin, 1997.

Strategic Management – Concepts and Cases, Arthur A. Thompson and A. J. Strickland, Irwin, 1996.

Strategic Management, Byars, Rue and Zahra, Irwin, 1996.

In Search of Excellence, Peters and Waterman, Warner Books, 1982.

Journals

Academy of Management Journal: Mississippi State

Administrative Management: New York

Caribbean Business: Puerto Rico

European Management Journal: London

Harvard Business Review

Human Resource Management Review: Greenwich

International Journal of Operations & Production Management: Bradford

International Journal of Innovation Management: World Scientific Publishing Company

International Management: London

Journal of Consumer Marketing

Journal of Marketing

Journal of Data Collection, now Applied Marketing Research

Journal of Business: University of Chicago Press

Journal of Business Strategy: Emerald Group Publishing Limited

Journal of Financial Planning: Financial Planning Association

Strategic Management Journal: John Wiley & Son, Inc. /Business

Strategy and Leadership: Emerald Group Publishing Limited

Electronics References:

<http://management.about.com/smallbusiness/mangement/>

<http://www.hbsp.harvar.edu/>

<http://www.fortune.com/fortune/>

<http://www.strategy-business.com/>

<http://www.shrm.org/docs/HRmagazine.html/>

<http://www.industryweek.com/>

<http://www.horizon.unc.edu/coruses/papers/Scenario>

www.3.interscience.wiley.com/cgi-bin/home/2144

Strategic Management, Club Online, www.strategyclub/

Strategic Management (Turnaround Management),

www.netmba.com/strategy/

www.ama.org

www.marketingtools.com/-American Demographics

www.caci.com

<http://hispanicresearch.com>