SAGRADO
Universidad del Sagrado Corazón

BUSINESS ADMINISTRATION

SYLLABUS

TITLE:	Strategic Marketing Management
CODE:	GME 420
PREREQUISITE	GME 402
CREDITS:	3 credits | 45 contact hours | 1 term

DESCRIPTION

Study of the managerial phase of marketing in the formulation and evaluation of objectives and strategies applicable to each of the elements of the marketing mix, namely: product, price. promotion, and distribution. This course is focused on the use of the theoretical framework and analytical tools applied to real and simulated situations in organizations in order to identify and align marketing strategies to the priorities, needs, and existing and projected conditions of the company. Research and case analysis are fundamental components of our methodology. The effectiveness of the company's resources that complement the marketing tools, such as its organizational structure, human resources, competitive environment, and customer service are evaluated. The course is aimed at future marketing professionals in all types of organizational modalities (for-profit or non-profit companies). By the end of the semester students will have gone through the experience of applying decision-making models to real situations that are part of their managerial function within an organization.

JUSTIFICATION

Marketing management includes the analysis, planning, implementation, and control of strategies designed to promote, establish, and maintain exchanges and relationships with specific markets in order to achieve the objectives of the organization. The success of the company's marketing efforts will depend on the managerial ability to formulate and execute effective strategies applicable to all marketing variables. This exercise will allow the integration of marketing in all the activities of the organization, obtain a better competitive position within the market or industry that surrounds the company and effectively meet the needs of society in general.

The course provides students with the opportunity to develop strategies based on a thorough study of industry opportunities, a clear understanding of the consumer and an analysis of the company's competencies. Solutions to marketing problems are worked on from a long-term strategic vision.

COMPETENCES

The course develops the following competences in students:

- **Critical questioning**
- **Entrepreneurship and innovation**
- **Research and exploration**

OBJECTIVES

After completion of the course, students will be able to:

1. Know and understand the development of a marketing department.
2. Conceptualize and operationalize the design of a marketing department.
3. Integrate the marketing function within the organization's strategic planning process and business plan.
4. Use the basic tools at the disposal of the marketing manager, such as: marketing audit, strategic planning, marketing plan, and information (data) controls.
5. Know and apply the various legislations, governance measures, regulations, and codes of ethical behavior that are pertinent to the practice of marketing in the organization. (Ethical and legal compliance audit).
6. Understand the impact that strategic decisions have on the firm.
7. Identify the elements that affect the potential of the market in terms of the supply and demand of products or services that are aimed at the consumer.

CONTENTS

I. Introduction

A. Describe the nature of the managerial and strategic marketing process.

1. Marketing landscape
2. Concept definition and characteristics:
    a. Marketing management
    b. Strategic marketing
    c. Marketing strategies

d. Objectives, goals, strategies, and projects

3. Job descriptions, roles, and responsibilities:
    a. CMO
    b. Marketing VP
4. Managerial process
    a. Formulation
    b. Implementation
    c. Evaluation

B. Correlation between related activities in marketing management and the rest of the managerial, operational, and financial functions of companies
    1. Strategic alignment: Strategic plan, business plan, marketing plan, budget, results evaluation, and control

II. Formulation of Strategies

A. Market intelligence (internal audit)

B. Market intelligence (external audit)

C. Vision, mission, corporate values: Strategic components for differentiation

D. Strategic objectives: Corporate and marketing

E. Formulation and selection of marketing strategies:
    1. Matching and cross relations (SW, W/0, SO) to create differentiation strategies and develop competitiveness
    2. Examples of models for data analysis
        a. SWOT (cross-relationship between model components)
        b. SPACE Matrix
        c. BCG Matrix
        d. IE Matrix
        e. Grand Strategy Matrix
        f. PESTEL (risk/opportunity analysis)
        g. Porter’s 5 Forces (competitive position as a function of a market’s structure and its behavior)
        h. Competitive positioning map
    3. Selection of strategies (models)
        a. Quantitative Strategic Planning Matrix (QSPM)
        b. Cultural and political considerations, corporate values, and governance

F. Statistical and visualization tools for market analysis

III. Strategy Implementation: Strategic Marketing

A. Analysis Process: Cause-effect-consequences-implications-strategies-projects-evaluation relationships

B. Strategy definition

1. Porter (*What is a Strategy?* article)
2. Blue Ocean

C. Functioning of the brain in the process of perceptual construction and decision-making (Neuromarketing)

D. Structure and resources

E. Modalities of strategies to be recommended according to corporate and business objectives considering the results in the application of the models (Section II, E)

1. Clients (Customer center approach)
2. Promotion
3. Distribution
4. Price
5. Products (Product center approach)
6. Geographic markets
7. Integration
8. B2C; B2B

F. Strategic controls

1. Policy design
2. Profitability, processes, efficiency, results, budget
3. Information security and legal responsibility of the company

IV. Formulation Of the Marketing Plan Based on The Identified Objectives, Goals and Strategies

A. Identification of projects by strategies

B. Scheduling of the implementation of strategies and their projects

C. Estimation of expected results versus targets

D. Estimating the financial impact of the proposed plan

V. Strategy Evaluation

A. Presentation of performance indicators by strategic marketing objectives (see section V.C)

B. Recommendations for adjustments to the proposed goals

VI. Compliance & Professional Ethics

A. Corporate governance

B. Applicable laws, regulations, and codes of ethics

METHODOLOGY

The following strategies from the active learning methodology are recommended:

- Collaborative Learning: Decisional environment simulation program in marketing management
- Problem-Based Learning: Analysis and presentation of real cases
- Project-Based Learning: Designing a marketing department in two scenarios: traditional and virtual
- Research-Based Learning: Comparison and analysis of different job descriptions in the marketing area: Manager/VP, Marketing Officer, Experience Designer, and others

EVALUATION

Partial assignments	40%
Compositions	30%
Final project	20%
Participation	10%
Total	**100%**

LEARNING ASSESSMENT

The institutional assessment rubric is applied to the course's core activity.

BIBLIOGRAPHY

TEXTBOOK

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Dunne, S. (2018). “Murketing” and the rhetoric of the new sincerity. *Journal of Marketing Management, 34*(15/16), 1296–1318. https://doi.org/10.1080/0267257X.2018.1484791

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Liu, Y. (2019). Knowledge Management Exploring the Fundamental Theory Effect of Corporate Knowledge Management for Strengthening Marketing Strategy Applications. *International Journal of Organizational Innovation, 12*(1), 220–241.

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Yazovskikh, E., Yatsenko, O. (2017). *Marketing Management at a Modern Enterprise: Peculiarities of the Process.* Proceedings of the International May Conference on Strategic Management, 136–144.

ELECTRONIC RESOURCES

Advertising Age: Business Marketing

International Journal of Research in Marketing

Journal of Consumer Research

Journal of General Management

Journal of International Marketing

Journal of Marketing

Journal of Marketing Management

Journal of Marketing Research

Journal of Marketing Theory and Practice

Journal of Portfolio Management

Journal of Services Marketing

Journal of Strategic Marketing

Journal of Supply Chain Management

Journal of the Academy of Marketing Science

Marketing Management Journal

Marketing Science

Marketing Science Institute

For more information resources related to the course's topics, access the library's webpage http://biblioteca.sagrado.edu/

REASONABLE ACCOMMODATION

For detailed information on the process and required documentation you should visit the corresponding office. To ensure equal conditions, in compliance with the ADA Act (1990) and the Rehabilitation Act (1973), as amended, any student in need of reasonable

accommodation or special assistance must complete the process established by the Vice Presidency for Student Affairs.

- Students participating in the Student Support Program (PAE, in Spanish) shall request their reasonable accommodation in PAE's offices.
- Students who do not participate in PAE shall request their reasonable accommodation at the Integral Wellness Center (*Centro de Bienestar Integral*,).

ACADEMIC INTEGRITY

This policy applies to all students enrolled at Universidad del Sagrado Corazón to take courses with or without academic credit. A lack of academic integrity is any act or omission that does not demonstrate the honesty, transparency, and responsibility that should characterize all academic activity. Any student who fails to comply with the Honesty, Fraud, and Plagiarism Policy is exposed to the following sanctions: receive a grade of zero in the evaluation and / or repetition of the assignment in the seminar, a grade of F (*) in the seminar, suspension, or expulsion as established in the Academic Integrity Policy effective in November 2022.

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