Course Title: Dynamic Strategy - Creating a Responsive Marketing Plan
Course Code: BUS 69
Instructor: Patrick J. Williams

Course Summary:
In this course, we'll explore the dynamic market forces that affect business. Lectures and Readings will provide a foundation for strategic analysis, but case studies and in-class discussions will deepen the learning, engaging students to evaluate real situations, applying course concepts. Further, students will have an opportunity to create a robust marketing plan of their own that sets objectives and can be implemented for effect.

Please see course page for full description and additional details.

Grade Options and Requirements:
Students have a number of options for grading, including:
• No Grade Requested (NGR)- This is the default option.
  o No work will be required
  o No credit shall be received
  o No proof of attendance can be provided.
• Credit/No Credit (CR/NC)- Students must attend at least 70% of class sessions.
• Letter Grade (A, B, C, D, No Pass)- Students must:
  o Attend at least 70% of class sessions AND
  o Complete AT LEAST three (3) Case Briefs (Details provided in class).

*Please Note: If you require proof that you completed a Continuing Studies course for any reason (for example, employer reimbursement), you must choose either the Letter Grade or Credit/No Credit option. Courses taken for NGR will not appear on official transcripts or grade reports.

Tentative Weekly Outline:

<table>
<thead>
<tr>
<th>Session</th>
<th>Discussion Topics</th>
<th>Activity (In-class)</th>
<th>Assignment (Optional if NGR or CR/NC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction:</td>
<td>Discussion: Marketing Plan Components</td>
<td>N/A</td>
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<td>Strategy as Trade-offs</td>
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<td>Role of Marketing</td>
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<td>Cross-functional Impact</td>
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<td>2</td>
<td>Mission Flexibility</td>
<td>Simulation: Value Champion</td>
<td>N/A</td>
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<td>Market vs. Product Orientation</td>
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<td>Mix Implications</td>
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<td>3</td>
<td>Growth Strategy</td>
<td>Discussion: Case Study-</td>
<td>Due: Case Brief- Chateau</td>
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</tbody>
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| 4 | Opportunity Analysis- Market Factors:  
|   | • Demography  
|   | • Society  
|   | • Economics  
|   | • Environment  
|   | • Regulation  
|   | • Competition  
|   | Discussion: Case Study- The Rise and Fall of BlackBerry, D. Himsel & A. Inkpen  
|   | Due: Case Brief- The Rise and Fall of BlackBerry, D. Himsel & A. Inkpen  
| 5 | Opportunity Analysis- Industry Factors (Porter’s 5 Forces)  
|   | • Intensity of Competition  
|   | • Threat of Entrants  
|   | • Supplier Power  
|   | • Buyer Power  
|   | • Threat of Substitutes  
|   | Discussion: Allegiant Airlines: Finding a New Customer Segment, A. Agnihotri & S. Bhattacharya  
|   | Due: Case Brief- Allegiant Airlines: Finding a New Customer Segment, A. Agnihotri & S. Bhattacharya  
| 6 | Basics of Competitive Positioning  
|   | • Mass vs. Niche  
|   | • Low Cost vs. Differentiated  
|   | Discussion: Kookie Kutter Bakery: Crunch Time, Ailsa McBride  
|   | Due: Case Brief- Kookie Kutter Bakery: Crunch Time, Ailsa McBride  
| 7 | Segmentation & Targeting  
|   | Positioning & Differentiation  
|   | • Process  
|   | • Considerations  
|   | • Impact on the Marketing Mix  
|   | Discussion: Chase Sapphire: Creating a Millennial Cult Brand, Shellie Santana et al.  
|   | Due: Case Brief- Chase Sapphire: Creating a Millennial Cult Brand, Shellie Santana et al.  
| 8 | Product Lifecycle  
|   | Discussion: Loblaw in Canada’s Stagnant Grocery Market, R. Quadir & K. Whitehead  
| 9 | The Marketing Plan: Putting it all Together  
|   | Discussion: Marketing Plan  

PRELIMINARY COURSE SYLLABUS

Please contact the Stanford Continuing Studies office with any questions
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