



Marketing Management & Strategy

MCS-2-213

Faculty of Business Computing &
Information Management

2007 / 2008

become what you want to be

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1. UNIT DETAILS

Unit Title:	Marketing Management & Strategy
Unit Level:	2
Unit Reference Number:	MCS-2-213
Credit Value:	150 CAT Points
Student Study Hours:	150 Hours
Contact Hours:	48
Private Study Hours:	102
Pre-requisite Learning (If applicable):	Introduction to Marketing
Course(s):	BA Business Studies / Administration
Year and Semester	Year 2 Semester 2
Unit Coordinator:	Charles Graham
UC Contact Details (Tel, Email, Room)	Extension 7755 grahamca@lsbu.ac.uk Room L127
Teaching Team & Contact Details (If applicable):	TBC
Subject Area:	Marketing & Strategy
Summary of Assessment Method:	Coursework 40% Examination 60%

2. SHORT DESCRIPTION

For most organisations, marketing is the single most important determinant of success. Marketing is a management philosophy. It recognises that the success of an organisation depends on meeting customers' present and future needs & wants more effectively than its competitors. Today's business environment is changing faster than ever, and the stream of new product available is becoming a torrent.

Building on the foundations of Year One *Introduction to Marketing* this unit is intended to provide and demonstrate the tools and techniques needed to compete successfully in such a business environment. It consolidates and builds analytical ability and disciplined strategic thinking within the marketing framework, through lectures, seminars, and the use of case studies and current issues.

3. AIMS OF THE UNIT

Building on the knowledge and skills delivered in *Introduction to Marketing*, this unit seeks to equip students with the required tools to prepare and develop a strategic marketing plan. It develops strategic thought through the application of these tools to case studies and current affairs during the seminars.

The emphasis rests on:

1. Analysis of the various environments, internal and external, which influence marketing decisions.
2. Collection and analysis of information for designing and developing a strategic marketing plan
3. Understanding the main strategic tools used to formulate the strategic marketing plan
4. Applying the tools to formulate and evaluate the choice of marketing strategies
5. Understanding how the elements of the marketing mix can be tailored to suit the requirements of a targeted market segment.
6. Understanding how segmentation, targeting and positioning can be used to gain sustainable competitive advantage.

4. LEARNING OUTCOMES

4.1 Knowledge and Understanding

On successful completion of this unit, students should be able to:

Understand the contribution which marketing makes to corporate management.

Understand the strategic relationship between the corporate business unit and the functional area planning process

Understand the use of marketing research in collecting marketing information, and evaluation of the analysis of findings in terms of marketing planning and control.

Understand & review a range of marketing management concepts, processes and functions.

4.2 Intellectual Skills

On successful completion of this unit, students should be able to:

Formulate and evaluate product / market strategies informed by analysis of the marketing environment

Assess alternate marketing strategies, and choose the optimal one.

Design measurable marketing objectives, based on a clear analysis of segmentation, targeting and positioning against market needs

Design and employ effective marketing control techniques.

4.3 Practical Skills

On successful completion of this unit, students will have acquired skills in the following:

Market research

Analysis and interpretation of marketing data

Information technology

4.4 Transferable Skills

On successful completion of this unit, students will have developed skills in the following:

Communication (discussion, presentation & report writing)

Team working

Time keeping

Self managed learning

5. ASSESSMENT OF THE UNIT

Two pieces of coursework will be assessed and these, together, account for 40% of the unit mark. The assessment schedule is as follows:

An individual assignment: (1500 word report)	10%
A group written case study assignment	30%
2 hour examination: plus 15 mins. reading time.....	60%

The Situation Analysis...

...is an individual assignment of 1500 words. You are required to analyse the marketing environment of a well known product or brand from an article provided, and produce a full, actionable environmental audit, which should include any international elements which may be relevant. You can use any well-known model to structure your report (but see section 2 of the marketing plan structure provided).

To complete this assignment successfully you will need to employ a number of research techniques and several different sources. Marks are awarded for analytical ability, reflected in the elements of the environment, which you select for inclusion in your analysis. What you leave out says almost as much as what you include.

This assignment will be assessed on the style, layout and structure of the report and the quality and choice of the data collected and presented. It will also help you to focus on the key first stages of your marketing plan.

The Marketing Plan...

... is to be produced in groups of 4 or 5. The assignment (Word Count: 3000) requires you to prepare an annual strategic marketing plan to address the situation you are facing. You can use any model that you find suitable to structure your plan, but an example is included at the end of this unit guide. At a minimum you must include:

- A summary of the current situation
- A corporate mission statement
- A description of the target market
- Marketing objectives
- A positioning statement
- A range of strategic options developed with the use of marketing models
- Evaluation of these alternatives and selection of one, with a rationale
- Details of the implementation of the plan
- Mechanisms to control the implementation (including budgets).

The plan will be assessed on style, layout, structure and sequence, components, application of theory to practice and the use of quantitative methods, strength of argument, conclusions and recommendations.

The Examination...

... is a two-hour paper. A short case study is given, and three questions set. These will assess candidates' ability to apply strategic theories to analyse a given situation, and to recommend a plan of action. The case study work in the seminars will prepare candidates for this examination, while the lectures will provide well known analytical tools.

Individual Assignment Feedback

Name:

Product or Brand:

<p><i>CONTENT</i></p> <ul style="list-style-type: none">▪ Introduction, background and description of the product or brand▪ Identification of main marketing issues	<p><i>/10</i></p>
<p><i>AUDIT</i></p> <ul style="list-style-type: none">▪ Analysis conducted▪ Level of research undertaken	<p><i>/50</i></p> <p><i>/10</i></p>
<p><i>PRESENTATION</i></p> <ul style="list-style-type: none">▪ Report format▪ Referencing & Bibliography▪ Overall Presentation	<p><i>/10</i></p> <p><i>/10</i></p> <p><i>/10</i></p>
<p>Overall Mark:</p>	<p><i>/100</i></p>

Overall Comment:

Group Assignment Feedback

Names:

<i>CORPORATE OVERVIEW</i> <ul style="list-style-type: none">▪ Introduction, background and description of the current situation.▪ Corporate mission statement and analysis	<i>/20</i>
<i>MARKETING OVERVIEW</i> <ul style="list-style-type: none">▪ Marketing Environment▪ PEST & SWOT▪ Critical strategic issues▪ STP	<i>/15</i>
<i>STRATEGY</i> <ul style="list-style-type: none">▪ Marketing Objectives▪ Strategic Options▪ Use of Models for analysis▪ Strategic Choice▪ Implementation Plan▪ Budget▪ Control systems	<i>/50</i>
<i>PRESENTATION</i> <ul style="list-style-type: none">▪ Report Format▪ Referencing & Bibliography▪ Overall Presentation	<i>/15</i>
Overall Mark:	<i>/100</i>

Overall Comment:

6. FEEDBACK

Feedback will normally be given to students 15 working days after the submission of an assignment.

7. INTRODUCTION TO STUDYING THE UNIT

7.1 Overview of the Main Content

Teaching and learning is structured around a weekly programme of one lecture session, and a seminar. The lectures are interactive, and based on the key topics and case studies. The style of teaching will be analytical rather than instructional, giving students the opportunity to contribute to the sessions, by identifying main issues. This active learning approach encourages students to understand concepts and theories through analysis, reasoning and practical application. The programme is outlined in section 8.

7.2 Overview of Seminars

The seminars are used to anchor the knowledge and skills developed in the lectures, therefore it is crucial that students attend. Seminar leaders will monitor attendance since in the case of a marginal assessment result, seminar attendance may be taken into consideration. Seminar time will be split between the analysis and interpretation of case studies, and the preparation in groups of the marketing plan. Time will be spent in the seminars developing report-writing skills, and on referencing and producing a bibliography.

The Individual Assignment (1500 words) will be the subject of the first two seminars, and is a situation analysis for a specific brand or product. These will be given out during the first seminar, and students will be expected to research and prepare a short analysis of the opportunities and threats in the relevant business environment.

The Case Studies are at the back of this pack and should be prepared in advance of each seminar. Students will be asked to tackle the questions in the seminar, and make informal presentations in scratch teams. The case will then be discussed in totality. The cases relate to the lecture topic delivered in the previous week, in order to develop a theoretical knowledge base, and to give the opportunity for the disciplined strategic thinking necessary for the group assignment.

The group assignment (3000 words) is to create a strategic marketing plan for a business, based on the current situation faced by a major brand. This is very likely to contain an international dimension. Students are required to analyse the scenario and to recommend an actionable outline marketing strategy based on their understanding of the facts presented. The plan can be structured around any current model, but it is expected that students will be able to demonstrate an understanding of its financial implications and be able to defend it on that basis.

It is planned to devote half of each seminar to work on students' group marketing plans. The seminars will consist of debate led by the seminar leader, or by the students. Strategic ideas will be presented, analysed, defended and their merits discussed before they are included in plans. Each student and team will therefore benefit from the input of the whole seminar group as well as that of the tutor, assess that input, and decide whether to include it or not. Students should therefore learn that the development process is an iterative one, leading to a strategic plan which benefits from maximum input.

7.3 Importance of Student Self-Managed Learning Time

The unit guide details some of the core self-managed activities, but you are expected to undertake further independent study. You should be examining both industry and academic journals for discussion. Some of these journals are listed in the bibliography. These journals are all available through the Library Information Services (LISA). Some are available on-line, others will also be available in hard copy in the library. Should you experience any difficulties in locating these necessary journals, please ask the library staff.

7.4 Employability

The unit is designed to develop employability through its practical approach, a focus on current commercial marketing activity, and the embedding of transferable skills.

8. THE PROGRAMME OF TEACHING, LEARNING AND ASSESSMENT

Wk	Lecture Topic
1	<p>An Overview of Marketing Management</p> <p>Marketing Orientation, Management Objectives and Tasks, The relationship between corporate and marketing strategy, Core Competencies, SWOT, Developing a Strategy.</p> <p>No Seminar</p>
2	<p>Marketing Information and Environmental Analysis</p> <p>Market Intelligence including PEST, Competitor Analysis, Internal Secondary Data, External Secondary Data. The Market Research Process and the Marketing Concept, The Manager's use of Information Systems.</p> <p>Seminar: <i>The importance of environmental analysis, constructing a PEST analysis, what to include, what to reject.</i></p> <p>Individual Assignment Brief, Discussion of assignment</p>
3	<p>Customer Analysis: Segmentation and the Marketing Mix</p> <p>Scope of customer analysis, Market segmentation, Customer motivations (needs & wants), Perspectives on Services Marketing Management, Creating Differential Advantage.</p> <p>Seminar: <i>Individual assignment progress report, discussion of suitable data sources.</i></p> <p>Group assignment brief, A Strategic Marketing Plan</p>
4	<p>Market Dynamics and Competitive Strategy</p> <p>Dimensions of Market analysis / dynamics. Actual and potential market size, Evaluating markets and forecasting sales. Evaluating competitive strategies. The Ansoff growth strategy matrix.</p> <p>Seminar: <i>Case Study One: Segmentation. Marketing plan discussion. STP & the Marketing Mix</i></p> <p>20th February: INDIVIDUAL ASSIGNMENT HAND IN.</p>
5	<p>Product Policies</p> <p>What is a product / service? The NPD Process, Dimensions of Product strategy, Differences between products and services. Branding Strategy, Positioning Strategies, Strategies for the PLC. Product elimination strategies.</p> <p>Seminar: <i>Case Study Two: Competitor Analysis. Marketing plan discussion: Competitor Reaction</i></p>

6	<p>International Marketing Strategies</p> <p>Internationalisation modes. Market entry strategies. Product adaptation vs. standardisation.</p> <p><i>Seminar: Case Study Three: Product Strategy. Marketing plan discussion: Product Planning, and Positioning</i></p>
7	<p>Pricing Strategies</p> <p>Review of pricing factors. Pricing objectives. Pricing strategies for new and established products. Initiating and responding to price changes.</p> <p><i>Seminar: Case Study Four: International Marketing Strategy. Marketing plan discussion: International aspects</i></p>
EASTER	
8	<p>The Distribution Plan</p> <p>The nature of marketing channels. Distribution Scope strategy. Channel modification strategy. Channel evaluation. Channel management strategy. Retailing and Wholesaling. Physical distribution and logistics management.</p> <p><i>Seminar: Case Study Five: Pricing Strategy Marketing plan discussion: Price.</i></p>
9	<p>Designing Communication and Promotional Mix Strategies</p> <p>The nature of communication and the uses of promotion. The marketing implications of the developing importance of digital strategies.</p> <p><i>Seminar: Case Study Six: Distribution Strategy. Marketing plan discussion: Distribution</i></p>
10	<p>Implementing & Controlling the Marketing Plan</p> <p>The implications for planning and control of organisational structures and managerial cultures. The significance of their implementation, The human side of the plan, Internal and relationship marketing. Managing the change process.</p> <p><i>Seminar: Case Study Seven: Promotional Mix. Marketing plan discussion: Distribution</i></p> <p style="text-align: center;">23rd April: HAND IN GROUP ASSIGNMENT.</p>
11	<p>Brand Management</p> <p>The nature of brands; understanding the sources of brand power; who owns a brand? Consumer-based brand equity; measuring brand performance; using some key marketing metrics.</p> <p><i>Seminar: Case Study Eight: Management & Control. Marketing plan discussion: Management structure</i></p>
12	<p>A Marketing Organisation</p> <p>Marketing organisation and structures, The relationship between the environment, strategy and organisational structure, Areas of potential conflict between sales and marketing, How to organise for International operations, Centralisation versus decentralisation.</p> <p><i>Seminar: Case Study Nine: Brand Management. Revision Session</i></p>

9. LEARNING RESOURCES

9.1 Core Materials

West, D., Ford & Ibrahim (2006)	Strategic Marketing. Creating Competitive Advantage	Harlow, Prentice-Hall
Doyle, Peter & Stern (4 th .ed. 2006)	Marketing Management and Strategy	Oxford, OUP
Burk Wood, M (2004)	Marketing Planning. Principles into Practice	Harlow, Prentice-Hall

9.2 Optional Materials

Aaker, D. (7 th . ed.2007)	Strategic Market Management	Chichester, John Wiley
Atrill, P. 3 rd . ed. (2003)	Financial Management for Non-Specialists	Harlow, Prentice-Hall
Baker, M & Hart,S. (1999)	Product Strategy and Management	Harlow, Prentice-Hall
Hutt,M & Speh, T. (8th. ed, 2004)	Business Marketing Management	London, Thomson, South Western
Johnson, G & Scholes,K (6 th .ed 2002)	Exploring Corporate Strategy	Harlow, Prentice-Hall
Kapferer, J-N, (3 rd ed. 2007)	The New Strategic Brand Management	London, Kogan Page
Keller, K. (3 rd ed. 2008)	Strategic Brand Management	Harlow, Prentice-Hall
Mercer, D, (1998)	Marketing Strategy: The Challenge of the External Environment	London, Sage
Percy,L, Rossiter,J, & Eliot R.(2002)	Strategic Advertising Management	Oxford, OUP
Ranchhod, A. & Gurau (2007)	Marketing Strategies: A Contemporary Approach	Harlow, Prentice-Hall
Wilson, R and Gilligan C. (2 nd . Ed, 2001)	Strategic Marketing Management. Planning Implementation and Control	Oxford, Butterworth-Heinemann

9.3 Journals

The LISA Database is the access point to an extremely valuable resource in the form of journal articles. By searching via Business Source Premier or Emerald for academic papers published in peer-reviewed journals (e.g. Harvard Business Review, Journal of Marketing, Journal of Marketing Research) you will find the ground breaking articles referred to in this unit As a starting point, find and read the following:

Marketing Myopia by Theodore Levitt

(Harvard Business Review, July-August 1960).

Benefit Segmentation: A Decision-oriented Research Tool. Russell I. Haley

(Journal of Marketing, Vol 32, July 1968)

Forget the product life cycle concept! Nariman K. Dhalla & Sonia Yuspeh

(Harvard Business Review, January-February 1976)