MSc Marketing
Strategic planning and marketing

Module code: MNM14
Academic year: 2011-2012
Module tutors: Paurav Shukla and Matthew Wood
p.shukla@bton.ac.uk OR Matthew.Wood@brighton.ac.uk
Website: www.pauravshukla.com

Rationale
The present day strategic orientation to marketing has evolved through multiple stages. In strategic marketing the dynamism can only be maintained by proactive approach to strategic thinking. This calls for using systems and methods, which can enhance the responsiveness of the firm to its stakeholders. The crux of effective marketing action is contingent upon continuous and real-time planning, analysis, implementation and control. The hallmark of strategic marketing, therefore, is proactive and future oriented strategic stance. This module attempts to sensitize participants towards the proactive thinking, dynamism and action orientation of strategic marketing. It will provide insights into the models and methods employed by organizations worldwide to generate sustainable competitive advantage. This module examines key theories within the field of marketing management. Issues such as analysing marketing opportunities, developing marketing strategies, enhancing marketing decision making process, managing and delivering marketing programmes will be analysed from various organisational perspectives.

Module Aims
The aim of this module is to provide participants with a systematic understanding of knowledge relating to the body of management theory and practice known as 'marketing management' with regard to a focus on strategic perspective.

Learning outcomes
On completion of the module participants will be better able to:

Subject specific:
- Identify the key marketing success factors for an organization.
- Develop sustainable marketing strategies utilizing relevant theories of competitive advantage and effectively evaluate product portfolios and match brands to targeted segments.
- Prepare marketing plans that effectively link strategies with tactics.
- Recognize the importance of working within organizational and functional constraints.
- Ensure plans are effectively implemented.

Cognitive:
- Utilize complex marketing software tools for planning activities.
- Clearly communicate ideas based on critical analyses and interpretation both in writing and orally.
- Justify and defend with rigour demands on scarce resources.
- Effectively liaise with colleagues in other functional areas.

Teaching and learning strategies
The theories, models and concepts of the subject area will be introduced, and participants will be required to apply these in order to consolidate learning. A combination of lectures, individual or small group work and plenary discussions will be used. Participants will be encouraged to undertake comparative analyses in order to broaden perspectives.
Obligation of participants
Class sessions will be devoted to probing, extending and applying the material in the readings and the cases. It is the participants’ responsibility to be prepared for each session as detailed in the course outline. A participant will benefit from belonging to a “study group” that meets and prepares for each session before class. Participants are expected to contribute to class discussions. To do well, they should actively participate in presentations and class discussions, which means making well supported, cogent comments and criticisms about the concepts and analyses that are being presented.

Participants are required:
• To read the appropriate reading materials for each session.
• To prepare any exercises given.
• To join a group for the course work.
• To participate in the preparation of the reports.
• To attend the lectures.

Session plan

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<th>Week</th>
<th>Session Topic</th>
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<td>1</td>
<td>Marketing objectives and strategy: The customer led business</td>
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<td></td>
<td>Preparation for class discussion week 1</td>
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<td>Cases in marketing</td>
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<td>Reading to underpin the session: chapter 1, 2 Doyle; Chapter 1, 2 West et al.</td>
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<td>2</td>
<td>Segmentation, targeting, positioning and the marketing mix</td>
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<td>Preparation for class discussion week 2</td>
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<td></td>
<td>Quiz: Test your marketing quotient</td>
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<td>Case: The pink pound</td>
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<td>Reading to underpin the session: chapter 3 Doyle; Chapter 5, 6 West et al.</td>
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<td>3</td>
<td>Strategic marketing planning</td>
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<td>Preparation for class discussion week 3</td>
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<td></td>
<td>Case: BA’s new Club World: Fighting the niche carriers</td>
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<td>Reading to underpin the session: chapter 4 Doyle; chapter 3, 4 West et al.</td>
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<td>Section</td>
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<td>Market dynamics and competitive strategy</td>
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<td>Product and brand strategy</td>
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<td>Pricing strategy and policy</td>
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<td>Communications strategy</td>
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### Managing marketing channels & review of the module

#### Preparation for class discussion week 8

Case: Photo-wars

**Reading to underpin the session:** chapter 10 Doyle.


### Retail wars presentations

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**Books:**

*The latest editions of*

- Doyle, P. *Value Based Marketing*. John Wiley & Sons.
- West, D. C., J. B. Ford, and E. Ibrahim, Strategic marketing: creating competitive advantage: Oxford University Press.

**Relevant Journals**

- The Journal of Marketing
- International Journal of Research in Marketing
- The European Journal of Marketing
- Harvard Business Review
- International Marketing review
- International Journal of Advertising
- Journal of Marketing Management
- Journal of Business Research
- Journal of Consumer Research

Along with the assigned readings, you are encouraged to regularly read strategy-related items in the Financial Times, Wall Street Journal and articles in Business Week, Fortune, Forbes, and other publications.

**Assessment**

The module will be assessed by the following means

1) Group Coursework (70%) – 6000 words
2) Group Presentation (30%)
N.B.: If the module leader is provided with evidence that a certain member of the group is not putting enough efforts towards the presentation and coursework, the module leader is entitled to change that specific group member's marks.

**Other articles of interest**

*Marketing objectives and strategy: An introduction*

*Strategy and the customer led business*

*Segmentation, targeting, positioning and the marketing mix.*

*Strategic market planning*

*Market dynamics and competitive strategy*

*Consumer behaviour*
• Johnston, W. J. and J. E. Lewin (1996), "Organizational buying behavior: Toward an

**Product and brand strategy**

**Pricing strategy and policy**

**Communications strategy**

**Logistics strategy**