

## Study Abroad Programme

The module description below is from the 2019/20 academic year and is subject to change, and for the use of study abroad students only.

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### MODULE SPECIFICATION

#### KEY FACTS

Module name	Marketing Strategy
Module code	BM2211
School	Cass Business School
Department or equivalent	Undergraduate Programme
UK credits	15
ECTS	7.5
Level	5

#### MODULE SUMMARY

##### Module outline and aims

This module examines recent developments in marketing thinking and market strategy development. It focuses on the dynamic aspects of market strategy development and current issues. Its focus will go beyond marketing mix tactics or a specific product or service offering. The course will explore how to develop marketing capabilities and strategies, as well as marketing configurations, so as to maximise long-run customer and shareholder value.

The main objectives of the course are to:-

- a) introduce you to a systematic way of thinking about developing marketing strategies,
- b) familiarise you with current advances practices in marketing strategy; and
- c) help you develop your analytical and problem-solving skills in marketing.

##### Content outline

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- Conventional and new approaches to marketing strategy making and planning

### Approaches

- Market orientation and aligning marketing configurations
- The key marketing capabilities of an organisation
- Prioritising strategies to increase long-term customer shareholder value
- Creating value equity, brand equity and relationship equity

To enhance your learning experience modules are designed to reflect contemporary issues in the business and financial world. As such, a degree of flexibility is expected in the exact content in terms of scope and coverage to ensure relevance to current circumstances.

### Pre-requisites

BM1103 Fundamentals of Marketing

### **WHAT WILL I BE EXPECTED TO ACHIEVE?**

**On successful completion of this module, you will be expected to be able to:**

#### Knowledge and understanding:

- Track the evolution of the marketing thought
- Understand the drivers and the main features of the new marketing paradigm
- Understand the modern role and challenges of a senior marketing manager
- Understand the role of marketing in developing a competitive advantage
- Understand the nature and role of key marketing capabilities

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- Understand the elements and underlying processes for developing value-, brand- and customer-relating-equity
- Understand the forms of organisational alignment to the market

### Skills:

- Analyse marketing facts and propositions regarding the marketing environment and complex marketing decisions
- Express ideas and opinions, with confidence and clarity, by making use of the appropriate marketing language
- Make strategic decisions by assimilating and combining different types of industry and market research information to develop marketing strategies.
- Apply advanced framework and tools to make strategic marketing choices
- Organise, integrate and combine information and concepts into effective marketing strategies and plans
- Prioritise allocation of resources to various marketing mix elements, so as to maximise long-term value for customers and stakeholders
- Evaluate arguments or propositions and to make judgments that can guide the development of marketing plans and making decisions
- Discern the main parameters of managerial problems and develop strategies for their resolution
- Translate data into concepts and information and them as tools in support of arguments

### Values and attitudes:

- Challenge traditional beliefs and notions held by you regarding marketing and marketing planning
- Develop a dynamic and systemic view of marketing that besides strategies blends culture, organisational configuration and marketing capabilities
- Realise the inter-relationship between marketing and other business subjects and functions
- Think strategically and appreciate the need for strategic marketing thinking in modern business environments
- Demonstrate an appreciation of ethical issues as they relate to both the subject matter and the wider business world.

### **HOW WILL I LEARN?**

A variety of learning and teaching methods will be used in this course.

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Lectures are used to introduce context, concepts and techniques illustrated with practical and current examples. You will also have the opportunity to participate in class discussions and work through examples and exercises with the support of the lecturer. It is strongly recommended that you attend ALL lectures.

Key learning and teaching resources will be put on the module website on Moodle.

In the independent study time you are encouraged to read widely and in depth around particular topics in preparation for lectures. You may also spend time working through sample exercises and questions. In addition you will be preparing and undertaking your coursework assignments and preparing for your final examination.

*Teaching pattern:*

Teaching component	Teaching type	Contact hours (scheduled)	Self-directed study hours (independent)	Placement hours	Total student learning hours
Lecture	Lecture	22	128		150
Totals		22	128		150

### WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?

#### Assessments

This module is assessed by Coursework and Examination.

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Coursework will be in the form of a report and oral assessment and presentation.

At the end of the module you will sit one final 135 minute exam during the University exam period.

*Assessment pattern:*

Assessment component	Assessment type	Weighting	Minimum qualifying mark	Pass/Fail?
Coursework	Report	24%	0	N/A
Coursework	Oral assessment and presentation	6%	0	N/A
Final Exam	Written exam	70%	0	N/A

### Assessment criteria

Assessment criteria are descriptions of the skills, knowledge or attributes you need to demonstrate in order to complete an assessment successfully and Grade-Related Criteria are descriptions of the skills, knowledge or attributes you need to demonstrate to achieve a certain grade or mark in an assessment. Assessment Criteria and Grade-Related Criteria for module assessments will be made available to you prior to an assessment taking place. More information will be available in the UG Assessment Handbook and from the module leader.

### Feedback on assessment

Following an assessment, you will be given your marks and feedback in line with the University's Assessment Regulations and Policy. More information on the timing and type of feedback that will be provided for each assessment will be available from the module leader.

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### Assessment Regulations

The Pass mark for the module is 40%. Any minimum qualifying marks for specific assessments are listed in the table above. The weighting of the different components can also be found above. The Programme Specification contains information on what happens if you fail an assessment component or the module.

### **INDICATIVE READING LIST**

Day, G., & Moorman, C. (2010) *Strategy from the outside in: Profiting from customer value*. New York: McGraw-Hill

RT Rust, KN Lemon, VA Zeithaml (2004) Return on marketing: using customer equity to focus marketing strategy, *Journal of marketing*, vol.68, pp.109-127

Roland Rust, Valarie Zeithaml, Katherine Lemon *Driving Customer Equity* (2000): How Customer Lifetime Value is Reshaping Corporate Strategy

Peter S. Whalen and Samuel S. Holloway (2012) Effectual Marketing Planning for New Ventures, *Academy of Marketing Science Review* 2(1): 34-43, 2012

George S. Day (2011). Closing the Marketing Capabilities Gap. *Journal of Marketing*: Vol. 75, No. 4, pp. 183-195.

Webster Jr., Frederick E.; Malter, Alan J.; Ganesan, Shankar (2005) The Decline and Dispersion of Marketing Competence. *MIT Sloan Management Review*, Summer 2005, Vol. 46 Issue 4, p35-43,

Philip Kotler, Bobby J. Calder, Edward C. Malthouse and Peter J. Korsten (2012) The Gap Between the Vision for Marketing and Reality, *Sloan Management review*, Fall

Webb Allen (2006) *Profiting from Proliferation*, McKinsey & company

Forsyth, John; Gupta, Sunil; Haldar, Sudeep; Kaul, Anil; Kettle, Keith (1999) A segmentation you can act on. *McKinsey Quarterly*, 1999 Issue 3, p6,10p,

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Lemon, Katherine N. (2001) What Drives Customer Equity? *Marketing Management*, Spring2001, Vol. 10 Issue 1, p20,

Rust, Roland T.; Lemon, Katherine N.; Zeithaml, Valarie A.. (2001) Where Should the Next Marketing Dollar Go? *Marketing Management*, Sep/Oct2001, Vol. 10 Issue 3, p25, 4p,

Vandermerwe, Sandra (2000) How Increasing Value to Customers Improves Business Results. *Sloan Management Review*, Fall2000, Vol. 42 Issue 1, p27, 11p, 4

Kim, W. Chan; Mauborgne, Renee (1999). Creating New Market Space. *Harvard Business Review*, Jan/Feb99, Vol. 77 Issue 1, p83, 11p, 2

Keller, Kevin Lane; Lehmann, Donald R. (2003) How Do Brands Create Value? *Marketing Management*, May/Jun2003, Vol. 12 Issue 3, p26-31, 6p

Reinartz, Werner; Kumar (2002) .*The Mismanagement of Customer Loyalty*. Harvard

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