



## MODULE SPECIFICATION

**Code:** UMKC8T-15-M

**Title:** Marketing Strategy

**Version:** 4

**Level:** M

**UWE credit rating:** 15

**ECTS credit rating:** 7.5

**Module type:** Standard

**Owning Faculty:** FBL

**Field:** Marketing

**Valid from:** 1 September 2004

*Revised September 2007*

**Discontinued from:**

**Contributes towards:** MSc Marketing

**Pre-requisites:** None

**Co-requisites:** None

**Excluded combinations:** None

### Aim of module

This module is intended to enable students to understand and critically evaluate how the marketing function contributes to the identification, development, implementation and monitoring of organisational strategy.

### Learning outcomes

On successful completion of this module students will be able to have a comprehensive and critical knowledge and understanding of:

- Current research-based knowledge at the forefront of the marketing discipline (A);
- The role of marketing and market orientation in contributing to organisational ability to deliver customer value (A);
- The nature and process of marketing strategy formulation (A);
- The nature and impact that external and internal factors have on the design and implementation of marketing strategies (A).

In addition a student will typically be able to:

- Apply a disciplined approach to the analysis of various complex marketing problems and their resolution through the selective and appropriate use of tools for analysis and strategy formulation (A);
- Make selective and critical use of academic material for the examination of complex marketing issues (A);
- Use academic marketing sources to critically evaluate a number of potential strategic options and recommend a sound strategic solution to a practical marketing problem (A);
- Communicate ideas and arguments in a clear and logical manner to an academic or a professional audience (A);

In addition, the educational experience may explore, develop and practise, but not formally assess the following abilities:

- Undertake independent and self-directed study;
- Draw from and make selective use of published material with minimum guidance
- Work effectively in groups tackling case studies and presenting recommendations

## **Syllabus outline**

### Overview

- The concept of strategy and strategic planning
- Market orientation and the Resource Based View

### The marketing planning process

- Organisational perspectives
- Internal and external analysis
- Marketing resources, competencies and assets;
- Portfolio analysis;

### Competitive Positioning Strategies:

- Target market selection and positioning;
- Offensive and defensive marketing strategies;
- Industry, market and customer analysis;
- Competitor analysis and competitive advantage;
- Market infrastructure and inter-firm relationships;
- Market segmentation

### Managing the strategy

- Managing the brand
- Managing price
- Distribution and channel mix
- Competing through superior service and relationships
- Competing through innovation and new product/service development

### Strategy implementation

- Delivering value in different contexts
- Internal marketing

## **Teaching and learning methods**

### Teaching strategy

Two hour workshop-style sessions designed to build on student preparation with self-completion and group discussion tasks. Some case studies/exercises require the students to work in groups outside of the workshops and to prepare presentations to be given at the workshops. Supporting material and links to supplementary articles are provided on UWE online.

### Learning strategy

The course is structured around the workshops that require a high degree of self-motivated preparation by students both individually and in small groups. The case study for the exam also requires considerable preparation outside the classroom sessions.

## **Reading Strategy**

### **Essential reading**

Students will be expected to read chapters from the recommended text and case studies and articles provided in a course booklet in preparation for the workshop sessions. This essential reading is all indicated in the course outline provided to the students and also available on Blackboard.

Course text (recommended for purchase):

Hollenson, S. (2005) *Marketing Planning: A Global Perspective*. McGraw Hill.

### **Supplementary reading**

Additional key text for supplementary reading (multiple copies of which exist in UWE Library):

Hooley, G.J. Saunders, J.A. and Piercy, N.F. (2004) *Marketing Strategy and Competitive Positioning*, 3rd Edition, Prentice Hall.

### **Further indicative reading**

This is also indicated on the course outline with links to supplementary articles provided on UWE online. All students will also be encouraged to make full use of the print and electronic resources available to them through membership of the University. These include a range of electronic journals and a wide variety of resources available through web sites and information gateways. The University Library's web pages provide access to subject relevant resources and services, and to the library catalogue. Many resources can be accessed remotely. Students will be encouraged to follow up particular areas of interest by accessing relevant resources. A fuller up to date reading list of textbooks is also provided to students but the following is indicative:

- Aaker, D.A. (2004), *Brand Portfolio Strategy*. Free Press  
 Chernatony L., and McDonald M.H.B., (1992), *Creating Powerful Brands*, Butterworth Heinemann.  
 Jobber D. (2007). *Principles and Practice of Marketing*. 5<sup>th</sup> ed. McGraw-Hill.  
 Kaplan, R.S., Norton, D.P., (2004), *Strategy Maps*, Harvard Business School Press  
 Little, E., Marandi, E., (2003), *Relationship Marketing Management*. Thomson Learning.  
 McDonald, M. (2002), *Marketing Plans: How To Prepare Them, How To Use Them*. (5th Ed.)  
 Butterworth Heinemann  
 Palmer, A. (2005), *Principles of Services Marketing*. (4th Ed.) McGraw Hill.  
 Piercy, Nigel F. (2002), *Market-Led Strategic Change*. 3<sup>rd</sup> ed, Butterworth Heinemann.  
 Trott. P. (2005), *Innovation Management and New Product Development*. 3<sup>rd</sup> ed, Prentice Hall.  
 West, D. Ford, J. and Ibrahim, E. (2006), *Strategic Marketing: Creating Competitive Advantage*.  
 Oxford University Press.  
 Wilson, R. and Gilligan, C. (2005), *Strategic Marketing Management*. Third Edition, Butterworth-  
 Heinemann.  
 Zeithaml, V. & Bitner, M. (2003) *Services Marketing: Integrating Customer Focus Across The Firm*.  
 (3rd Ed) McGraw Hill.

## **Assessment**

The assessment vehicle is a 3 hour examination based on a seen case study. This has been chosen as the best way to assess student learning in controlled conditions through presenting them with a complex marketing situation to analyse and to present recommendations. Summative assessment is provided through the examination.

In addition students are provided with another case study and mock exam questions and are required to work on this individually and in groups and to deliver group presentation on how they would answer the mock exam questions. This provides the opportunity for formative assessment from the tutor in class.

Percentage split

Weighting between components A (controlled component) and B n/a

### **ATTEMPT 1**

#### **First Assessment Opportunity**

##### **Component A**

##### **Description of each element**

1 Exam

Element weighting  
100%

#### **Second Assessment Opportunity**

##### **Component A**

##### **Description of each element**

1 Exam

Element weighting  
100%

**ATTEMPT 2 (OR SUBSEQUENT): Attendance at taught classes is required**