



MODULE SPECIFICATION

Code: UMKD49-15-M **Title:** Delivering Customer Requirements **Version:** 1
Level: M **UWE credit rating:** 15 **ECTS credit rating:** 7.5
Module type: Standard
Owning Faculty: FBL **Field:** Marketing
Faculty Committee approval: QMAC **Date:** July 11
Valid from: 1 September 2011 **Discontinued from:**
Contributes towards: MSc International Management
Pre-requisites: None
Co-requisites: None
Excluded combinations: None

Aim of module

This module aims to introduce students to marketing and operations management knowledge in the context of understanding customers and fulfilling those requirements in ways that confer greatest value to both customers and the organisation. It will help students understand, from a UK and international perspective, how organisations are transformed to better identify and satisfy the requirements of their global customers. As well as developing student knowledge of these key areas of management, the aim is to provide students with both the subject-related and transferable skills that will enable them to investigate complex customer fulfilment issues and provide integrated solutions that are appropriate from a marketing perspective as well as being operationally sound.

Learning outcomes:

On successful completion of this module students will be able to:

- Demonstrate knowledge and understanding of key marketing and operations management theory in relation to delivering customer requirements from a UK and international perspective;
- Demonstrate the ability to draw selectively and evaluatively from information, theoretical or otherwise, with minimum guidance;
- Competently undertake research activities relating to the resolution of issues in delivering customer requirements effectively and efficiently;
- Synthesize such material critically in order to focus on marketing and operations management issues in delivering customer requirements;
- Demonstrate the ability to tackle complex issues in delivering customer requirements, showing how they would plan and implement such programmes within an organisational, inter-organisational or global setting;
- Demonstrate the ability and capacity for independent and self-critical learning;
- Communicate effectively in written form;

The achievement of all of the above outcomes is assessed. In addition, the educational experience may explore, develop, and practise, but not formally discretely assess, the following:

- Critical reflection on your own and your colleagues functioning in order to improve practice;
- Application of skills in the complex context of the workplace based on an understanding of the issues governing good practice;
- Oral presentation and communications skills;
- Effectiveness at working in groups as leader and member;
- Time management skills;
- Effectiveness at working independently;
- Use of appropriate IT and electronic data resource to aid efficient searching, communication and presentation of information

Syllabus outline:

Introduction: Fundamental concepts in delivering customer requirements

- Linking Operations and Marketing — customers and customer satisfaction
- The marketing concept, marketing orientation
- Operations, transformation, performance objectives, supply chain

Customers and competitors:

- Positioning the organisation to meet customer requirements
- Segmentation, targeting, positioning and cultural factors
- Competition and cooperation in a UK and global context

Developing and delivering products and services

- Products: life-cycle, design and quality
- Product marketing: Transactional marketing & the marketing mix
- Service: the concept, service quality, gap analysis, zone of tolerance
- Service marketing: service oriented thinking, people, process and physical evidence
- Managing operations & business excellence, including total quality management, and lean and agile supply
- Measuring and improving the satisfaction of customers
- Managing demand and capacity
- Process, layout and volume/variety decisions
- Managing customers across cultures: channels, relationship marketing

Managing the customer strategy

- Operations strategy: PO trade-offs, importance/performance matrix
- Marketing strategy, national and global: –stages of planning, implementation

Teaching and learning methods:

Learning in the module is achieved through a combination of class-based activity and independent study. The classroom sessions are designed to actively support the development of independent learning strategies by the students. The sessions combine formal lecturing with a wide range of participative activities including case studies, problem-solving activities and group discussion. The sessions require a significant amount of preparation by the students in advance and they are issued with a course handout detailing the overall aims of the module together with expected reading and questions to be addressed.

Students are encouraged to relate the knowledge and skills gained through the course to the working environment in a creative way and to find competent solutions to current issues in delivering customer requirements in both internal and external market contexts. The independent study includes both preparatory reading for class sessions as well as reading that expands and deepens knowledge obtained through the class sessions. Resources such as the University Library will aid learning.

Reading Strategy

All students will 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 presented with opportunities within the curriculum to develop their information retrieval and evaluation skills in order to identify such resources effectively.

Essential reading

The module will draw heavily from a textbook that ***all students are expected to purchase***. This text is currently: Lovelock, C. & Wirtz, J. (2007) *Services Marketing: People, Technology, Strategy*, 6th Edition, Pearson, but specific details of the text will be updated annually in the module handbook issued to all students. Where students are referred to other essential reading they will either be provided with copies of sources or those sources will be available through the University Library.

Indicative reading list

Books:

- Brassington, F. & Pettitt, S. (2006) *Principles of Marketing*, 4th Edition, Prentice Hall.
- Fitzsimmons, J. & Fitzsimmons, M. (2004) *Service Management: Operations, Strategy, Information Technology*, 4th Edition, McGraw-Hill.
- Gronroos, C. (2007) *Service Management and Marketing*, 3rd Edition, Wiley.
- Hill, T. (2004) *Operations Management*, 2nd Edition, Palgrave
- Jobber, D. (2007) *Principles & Practice of Marketing*, 5th Edition, McGraw-Hill.
- Johnson, R. & Clark, G. (2005) *Service Operations Management: Improving Service Delivery*, Pearson.
- Laing, A., Fischbacher, M., Hogg, G. & Smith, A. (2002) *Managing & Marketing Health Services*, Thomson.
- Metters, R.; King-Metters, K.; Pullman, M. & Walton, S. (2006) *Successful Service Operations Management*, South-Western College Publishing.
- Nevan, Wright, J & Race, P. (2004) *The Management of Service Operations*, 2nd Edition, Thomson.
- Sargeant A. (2004) *Marketing Management for Nonprofit Organizations*, 2nd Edition, Oxford University Press.
- Slack, N., Chambers, S. & Johnston, R. (2007) *Operations Management*, 5th Edition, Prentice Hall.

Journals:

- European Journal of Marketing;
Harvard Business Review;
International Journal of Operations and Production Management;
International Journal of Quality and Reliability;
International Service Industry Management;
Journal of Marketing;
Journal of Marketing Management;
Journal of Marketing Research;
Journal of Services Marketing;
Journal of Strategic Marketing
Managing Service Quality;
TQM Magazine.

Assessment Strategy

The vehicle for assessment on this module comprises one individual element:

- A seen case study exam (3 hour duration)

Assessment strategy

This assignment is designed to test the following:

- (i) Student's ability to draw on knowledge and understanding of key customer delivery and marketing issues in order to critically evaluate their impact and importance in a relevant contemporary context.
- (ii) Student's ability to consider, evaluate and synthesise the relevant service marketing literature and theory as it applies to real world scenarios
- (iii) Student's awareness of the subtle and complex marketing dilemmas facing today's globally-oriented companies and markets and their ability to recommend realistic programmes of action
- (iv) Student's ability to independently construct and progress a coherently communicated argument.

The task

The assessment will comprise a published case study available from ECCH or similar and pre-selected on the basis that it reflects and provides the context for the examination of several relevant global marketing issues covered in the taught element of the module. The student will be expected to:

- i) Consider and research the background to the company(s)/scenario and global marketing topics and theory relevant to the case ahead of the exam
- ii) Critically evaluate the literature, theory and marketing information relating to the case study and assess the impact and influence of key factors on the case scenario
- ii) Discuss and analyse *managerial implications* for the company(s) featured, draw conclusions from the critical evaluation of the scenario and make recommendations that contribute to the creation of solutions for any problems facing the company(s) identified in the case and through the students own evaluation.

Formative assessment

The student is required to contribute to a series of unrelated but comparable global marketing case study scenarios during the module either in groups or individually and present findings and analysis during the module sessions. Oral feedback will be provided during the presentations.

Weighting between components A and B

A: 100%

B: n/a

ATTEMPT 1

First Assessment Opportunity

Component A

Description of each element

1 Case based exam (3 hours)

Element weighting

100%

Second Assessment Opportunity (further attendance at taught classes is not required)

Component A

Description of each element

1 Case based exam (3 hours)

Element weighting

100%

Specification confirmed by **Date**
(Associate Dean/Programme Director)