

Critically assess how to develop and implement a range of marketing strategies through appropriate planning and control, using suitable marketing models, frameworks and techniques.

SYLLABUS

Marketing Strategy & Planning

Market orientation

Role of marketing in strategic management

The changing marketing environment

Strategic vision

Preparing the marketing plan

Identifying core competencies

Creating and maintaining a competitive advantage.

Internal Analysis

Assessing resources and appraising capabilities

Marketing audits

SWOT analysis

Value chain analysis

Portfolio models

Competitive Strategies

Formulating marketing strategies

Deciding where, when and how to compete

Generic strategies

Offensive and defensive strategies.

Customer Value, Satisfaction and Retention

Understanding customer needs and behaviour

Measuring and monitoring customer satisfaction

Estimating market demand

Customer profiling

Building customer relationships

Creating the customer-led business

Analysing Competition and Industry Structure

Dimensions of competitor analysis

Competitive benchmarking

Obtaining and analysing competitive information

Industry analysis

Strategic grouping

Segmentation and Competitive Positioning

Implementing segmentation

Evaluating segments

Dynamic targeting strategies

Creating the differential advantage

Determining positioning effectiveness

Product and Branding Decisions

Innovation and new product development

Strategic opportunities for innovators

Managing existing products

Developing product and branding strategies

Brand revitalisation

Repositioning and rationalisation

Communication and Sales Management

Communication objectives

Budgeting approaches

Developing the advertising strategy

Sales promotion activities

Public relations

Managing the sales force

Direct and online marketing

Evaluating the communications mix

Pricing Policy

Assessing price competitiveness

Selecting the pricing strategy

Initiating price changes

Controlling reseller mark-ups

Managing Marketing Channels

Designing and managing distribution channels

Building channel relationships

Organising efficient distribution

Marketing Strategy Implementation & Control

Implementing the marketing plan

Internal marketing

Change management

Critical success factors

Performance criteria and information needs

Strategic evaluation and control

TEACHING AND LEARNING METHODS

This module will be delivered through a combination of formal lectures and small group-based tutorials.

Case study analysis of both real life and simulated situations will be used to stimulate debate and provide students with an opportunity to apply marketing techniques and strategies to business situations. Students will be required to analyse a specific case study or company and develop an appropriate marketing strategy given the firms resources and considering the marketing environment in which it operates. Marketing practitioners will be invited to give presentations and extensive use will be made of video and CD-ROM case analysis.

These approaches will demonstrate the use and importance of appropriate and effective marketing strategies. While students will be directed to selected recommended readings which will enhance their understanding of marketing strategy, independent research will be strongly encouraged.

ASSESSMENT METHODS

Course work will account for 40% of the marks and may be typically presented in the format of an individual project, whereby the student will be required to examine a particular business or case study and after conducting a thorough marketing audit recommend an appropriate marketing strategy. An end of semester examination will account for the remaining 60% of the assessment marks.

PRIMARY READING

Cravens, D., & Piercy, N. *Strategic Marketing* (7th edition) McGraw-Hill (2002)
Doyle, P. *Marketing Management and Strategy* (3rd edition) Prentice Hall (2002)

RECOMMENDED READING LIST

Gilligan, C., & Wilson, R. *Strategic Marketing Management*. (2nd edition).
Butterworth-Heinemann (1997)
Hollensen, S. *Global Marketing. A Market Responsive Approach*. (2nd edition) Pearson Education (2001)
Hollensen, S. *Marketing Management: A Relationship Approach*.
Pearson Education (2002)
Hooley, G., Saunders, J., & Piercy, N. *Marketing Strategy and Competitive Positioning* (2nd edition) Prentice Hall (1998)
Keller, K. *Strategic Brand Management* (2nd edition) Prentice Hall (2003)
Kerin, R., & Peterson, R. *Strategic Marketing Problems: Cases & Comments*. (10th edition). Prentice Hall (2004)

Knox, S., Macklan, S., & Payne, A. *Customer Relationship Management*. Butterworth-Heinemann (2002)

Kotler, P., Chin-Tiong, T., Swee-Hoon, A., & Siew-Meng, L. *Marketing Management: An Asian Perspective*. (2nd edition) Prentice Hall (1999)

Kotler, P. *Marketing Management* (11th edition) Prentice Hall (2003)

Murray, J., & O'Driscoll, A. *Managing Marketing: Concepts & Irish Cases*. (2nd edition) Gill & Macmillan 1999

Proctor, T. *Essentials of Marketing Research*. Pearson education (2001)

Rosenthal, D., & Brown, L. *Cases in Strategic Marketing*. Prentice Hall (2000)

Strauss, J., El-Ansary, A., & Frost, R. *E- Marketing* (3rd edition) Prentice Hall (2003)

Weinstein, L. & Annvarjula, M. *Marketing Management: Cases for Creative Problem Solving*. Southwestern (2001)

Wood, M. *Marketing Plan: A Handbook with Marketing PlanPro*. Pearson Education (2002)

Business and Finance

Business Plus

European Journal Of Marketing

Harvard Business Review

Journal of Marketing

Marketing magazine

McKinsey Quarterly

Sunday Business Post