Aston Business School
Birmingham

BMM601 MARKETING MANAGEMENT

Academic Year 2012/13

Number of Aston Credits: 15

Number of ECTS Credits: 7.5

Staff Member Responsible for the Module:

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Pre-requisites for the Module:

None

Mode of Attendance:

On Campus

Module Objectives and Learning Outcomes:

Marketing is a management function, a managerial process and a business philosophy that places the customer at the core of the organisation. This course is designed to enable students to develop an appreciation of the role of marketing and the management of marketing functions in the modern organisation. As a management function, marketing's role is to scan the customer and competitor environment, proactively seeking opportunities and ways to cost-effectively respond to those opportunities. The contribution of marketing to organisational performance in increasingly competitive and rapidly changing environments will therefore be addressed.

The marketing process entails activities aimed at identifying and creating value for the organisation's current and prospective customers and to capture a share of that value for itself. The course will examine the processes by which organisations acquire understanding of customer needs/wants and behaviour and use that knowledge to shape the company's offering to satisfy target market requirements. Market-oriented

organisations base their thinking on customer knowledge and market considerations. In this course, we will focus on what being market oriented means in practice to organisations operating in manufacturing and service industries as well as profit and non-profit enterprises. Marketing should assist in determining how target customers drive firm revenues (e.g., sales contribution, return on investments), hence contributing to overall business strategy determination.

The course will therefore take a strategic orientation and introduce students to the theories, concepts, models, techniques and current best-practices for developing and implementing marketing strategies. In the first half of the module, we will address the elements of market analysis and strategy development with respect to the organisation, its customers and competitors. In the second half of the module, we will examine implementation issues through the concept of the integrated marketing mix: the product/service offering and customer service, communications, pricing and channels.

Additionally, throughout the course, there will be particular emphasis on the impact of marketing decisions and actions not only in the short-term, but also, in the longer-term, that is, the marketing sustainability, and the implications for marketing management in the current economic downturn and in relation to marketing in the wider, global environment.

Specific Learning Objectives include:

- To develop knowledge and understanding of key theories, concepts and models in marketing to guide the development and execution of marketing strategies
- To develop the skills to critically analyse marketing situations facing organisations
- To gain understanding of marketing decision options and refine decision-making and analytical skills
- To develop written and verbal presentational skills relating to marketing case studies

Module Learning Outcomes:

At the end of the module, you should:

- Have a broad based understanding of marketing functions and the role that marketing plays in achieving organisational success
- Understand the complexity of the competitive environment and its implications for marketing decisions and activities
- Understand the challenges facing marketing decision-makers in the modern organisation
- Be able to draw selectively from the toolkit of marketing concepts and analytical tools, and then, formulate actionable marketing plans, including marketing strategies and appropriate marketing mix policies
- Be able to defend and justify proposals for marketing plans and actions

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Module Content:

Week	Lecture 1 hour 30 minutes duration (approx)*	Syndicate 1 hour 30 minutes duration (approx)*	
1	Marketing Today Review Video: Introduction to Case Study Analysis in Marketing		
2	The Marketing Strategy Process	Optional Case Study Tutorial Discuss Kingsford Case in Syndicate Groups	
3	Market Dynamics and Competitive Strategy	Syndicate Groups Class Discussion Kingsford Case	Syndicate Groups Class Discussion Kingsford Case
4	The Organisation and its Customers	Review Kingsford Case Video	Discuss Warner-Lambert Case in Syndicate Groups
5	Market-Led Innovation	Syndicate Groups Class Discussion Warner-Lambert	Syndicate Groups Class Discussion Warner-Lambert
6	The Market Offer	Review Warner-Lambert Video	Discuss Apple Inc's iPhone Case in Syndicate Groups
7	Marketing Communications	Syndicate Groups Class Discussion Apple Inc's iPhone	Syndicate Groups Class Discussion Apple Inc's iPhone
8	Pricing and Marketing Channel Strategies	Review Apple Inc's iPhone Video	
9	Course Review	Revision	
10	**EXAM**	**EXAM**	

*Times may vary in line with timetable breaks and travel between lecture/syndicate rooms.

Method of Teaching:

Lectures/Discussions

In each week of the module, with the exception of the examination week, in Week 10, there will be formal lectures. You will be expected to come to class having completed the essential readings for the session and be prepared to discuss issues arising. You are encouraged to fully participate in class sessions, respond to issues raised in the lecture and to contribute to class discussions and debates.

The basic premise is that individual and group learning are enhanced through the process and practice of discussion and debates in the classroom. Hence, each and every participant in the module can influence and contribute to the others' learning through high quality engagement and participation in-class (in addition to the group-centred learning activities outside of class). By doing so, you facilitate your own learning and achieve a more fulfilling and rewarding experience for all concerned.

Mutual exchange and sharing of views or ideas can help participants cultivate and improve their problem-solving skills. To a great extent, the benefit students reap from the course is a function of their preparedness and willingness to expose their opinions and viewpoints to the critical judgment of their counterparts. I fully appreciate that the latter expectations may pose more of a challenge to some than other participants due to a variety of reasons, ranging from language and culture to individual learning style. Please feel free to contact me or your tutor who will endeavour to help you should you face any difficulty or barriers to participation. Support is also available through the PG Office.

Case Studies

A series of four case studies will be discussed during the course. These have been selected to present real-life problems in a wide range of marketing situations, including a variety of country and industry settings. The aim of the case study sessions is to facilitate the development of skills in analysing diverse marketing situations, diagnosing the critical problems and formulating strategic and tactical marketing plans through selective application of course-taught concepts and analytical tools.

You are expected to read and prepare each case thoroughly and come to class ready and willing to contribute to the discussions. There is rarely a "right" answer to a case, although weak answers are often the result of inadequate analyses and problem diagnosis. The key goal is to learn from the problems in the case. How much you learn from each case depends on how carefully you have read and how well you have analysed it.

The case studies are provided and accessed via Blackboard.

Kingsford Charcoal, Warner-Lambert Ireland: Niconil, Apple Inc's iPhone:

You will work in syndicate groups to analyse the above three case studies. These will be the syndicate groups that you have been allocated to by the postgraduate office. (Check with the student support office if you are unclear what group you are in). You will be given

the questions for analysis a week prior to your Case Study Syndicate Tutorial. A more detailed explanation of this will be provided in Week 2.

Groups are asked to meet and prepare answers to Case Study Questions. The following week a class discussion then takes place around the Case and the questions. The purpose of this discussion is to illustrate the approach that should be taken and how theory and models must be integrated into answers. This form of preparation replicates what happens in the exam with the Case Study distributed 2 weeks prior. It is important that you attend the Syndicate Group Tutorials, having met as a team and discussed your approach to the questions. Only by doing this, will you be able to fully prepare for the exam. The week after this the specimen solution will be available on Blackboard through Video (links will be provided) and if you require it your Tutors will be available through office hours to help explain the approach.

These Syndicate Discussion Groups do NOT form part of the final assessment on the course, however individual and syndicate-based case study analysis and justification of analyses are essential to achieving the module objectives of developing an analytical marketing approach.

The selected case studies are typical of case studies used in past year examination papers. The aim is to familiarise you with the examination format and the depth and breadth of analysis expected by the examiners.

Individual Reading and Study

Directed reading: Readings to supplement lectures and give a wider perspective on marketing issues are suggested for each topic of the course. Essential Readings are taken from the set textbooks or comprise published articles made available via a direct link from the module page on Blackboard, which will be updated as necessary. Background chapters are taken from the set textbooks to supplement the essential readings and for completeness. They are not essential but will provide a more rounded reading package and should be read, if possible. Further readings (non-essential) are suggested for those with the time, interest and access to them.

The selection of readings cover the ground for a core marketing module, combining academic and managerial articles as well as scholarly pieces drawn from recommended texts. There also comprises a range of more recent published works as well as ‘classic’ and older pieces which, together, will provide deeper insights into evolving debates and contemporary developments in the field.

Relevant magazines and journals are also recommended, most of which are available in the university library or through the university’s inter-library loan system. If you can't get access to these don't worry - but the wider your reading on the subject the better!

Self-study and class preparation: In this module, you are expected to take full advantage of the number of hours that have been designated to self-study, directed reading, individual class-preparation and both individual- and group- based case study-preparation. Your ability to benefit from the module also will depend on your commitment to

undertaking prescribed (essential) and, where relevant and feasible, recommended, learning activities. You are responsible for driving, planning and securing individual-level learning, and translating this into rewarding learning outcomes. If you do not put in the work, you will gain little knowledge as you emerge from the module.

Learning, however, calls for more than mere reading, listening, discussing and debating. You are strongly encouraged to allow time to pause for thought and to reflect on key concepts, theories and techniques, as you come to familiarise yourself with the fundamentals and toolkits of marketing. You should try to critique learned materials and to consider how to select, adapt and interpret concepts, theories and tools to wide ranging marketing situations.

Corporate Connections:

It is expected that a minimum of two guest lectures, focused on practical topics relevant to project work, will be brought in to address the class during the module. This is done on an ad-hoc basis, and as a result it is difficult to confirm speaker's topics, although we will aim to do so as soon as possible.

International Dimensions:

As students are free to select whichever organisation they like for the purposes of their dissertation, attention is drawn to the issues involved in (a) conducting marketing planning in different countries and (b) conducting cross-national marketing research.

Contribution of Research:

This module will draw on the wealth of experience and work of the module coordinators and guest lecturers. The links between theory and practice are developed on the module.

Ethics, Responsibility & Sustainability:

Increasingly marketing management is criticized for not paying due regard to the environment. However at the same time companies are being forced to pay due regard to new consumers, who with the power of social networking, are able to exert their own voice. Sustainability also presents both opportunities and threats to the modern marketing organisation. These are all themes addressed during this course.

Method of Assessment and Feedback:

Group-based case discussions:

The case study tutorials are designed to allow the theories highlighted in your lectures, to be applied to the selected practical "real life" case studies. This is not to say that every case requires the full range of theories to be applied, as it is assumed that you will select the ones that are most appropriate. That is, you will draw selectively from the toolkit of marketing concepts and analytical tools covered in the lectures, and then, formulate actionable marketing plans and actions. To help you with this, for each of the three cases that you will analyse, you will be given starter questions. Your analysis of the case should be directed towards answering these questions. You will work in syndicate groups to examine the three case studies and, will be expected to have a deep understanding of the marketing-related issues therein.

Prior to attempting any of the case studies the expectations of the module leaders will be highlighted in a Video: Introduction to case study analysis in Marketing which will be made available Week 1 (again full links will be provided on blackboard). In this video, all learning outcomes and expectations will be outlined together with explanation of how to approach case-study analyses. In addition there will be an optional Tutorial in Week 2 for those students requiring greater clarification on the approach expected for Case Studies, but please note this will be a question and answer session and students must have already viewed the Case Study Video. The Video itself will not be viewed in this session.

Examination:

The course is formally assessed through a 3 hour, OPEN BOOK final examination in Week 10 of the module. The examination constitutes 100% of the module assessment. An example of a previous examination is included in the module resource materials accessed via Blackboard. It will take the form of an analysis of a marketing case study along the lines of the case studies you have evaluated during the course.

The examination case study will be distributed to students in week 8 of the course by the post-graduate (MSc) degree programme office. You will be expected to have read and analysed the case-study in advance of the examination.

In an OPEN BOOK exam, students are allowed to take into the examination hall/room their course materials, including copies of lecture slides, textbooks and notes they have made in relation to the examination case study. Your tutors will explain further the examination process and offer guidelines for how to prepare for the exam in Week 9 of the module.

The type of exam case is replicated in those studied in the Case Study Tutorials. Therefore full participation in the Tutorials, preparing group solutions to the questions and coming to the Class Discussion with points for discussion is the best preparation for the exam.

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Distance Learning Students: Study Weekend:

Distance Learning Students will attend a study-weekend which is held on campus. The exact date and time slot will be confirmed by the postgraduate office, following registration on the course. The study session will primarily be centred on the analysis of a Case Study. This will provide students with the opportunity to re-cap on learning outcomes to date and will also cover general techniques for Case Study Analysis.

The following essential and recommended readings are subject to change. Students should not therefore purchase textbooks prior to commencing their course. If students wish to undertake background reading before starting the course, many of the chapters/readings are available in electronic form via on-line library catalogues and other resources.

Essential Reading:

Course Set Textbooks:

- Hooley, G.J., Piercy, N.F. & Nicoulaud, B. (2012) Marketing Strategy and Competitive Positioning, 5th edition. FT Prentice Hall International/Pearson Education Limited. ISBN: 9780273706977

- This book is used to cover strategic issues in marketing and provide a framework for the module.

- Kotler, P., Armstrong, G., Wong, V. and Saunders, J. (2010) Principles of Marketing: 5th European Edition, FT/Prentice Hall International/Pearson Education Limited. ISBN: 0 273 743279

This book supplements the first with its in-depth discussion of elements of the marketing mix, in particular communications, pricing and distribution channels.

Further Recommended Textbooks:

Aaker, D. (2007) Strategic Market Management, 8th ed. Wiley. ISBN: 9780470056233
OR
Aaker, D. McLoughlin, D. (2007) Strategic Market Management, European Edition, ISBN: 978-0-470-05986-9

Crouch, S. and Housden, M. (2003) Marketing Research for Managers, 3rd ed. Butterworth-Heinemann. ISBN: 07506545531

De Chernatony, L. (2010) From Brand Vision to Brand Evaluation: The Strategic Process of Growing and Strengthening Brands, 2nd ed. Butterworth-Heinemann. ISBN: 978-1856177733

Christopher, M., Payne, A. and Ballantyne, D. (2002) Relationship Marketing- Creating Stakeholder Value, 2nd ed. Butterworth-Heinemann. ISBN-10: 0750648392 ISBN-13: 978-0750648394

Doyle, P. and Stern, P. (2006) Marketing Management and Strategy, 4th ed. FT Prentice Hall/Pearson Education. ISBN 10: 0273693980; ISBN 13: 978027369398 7

Doyle, P. (2008) Value-based Marketing: Marketing Strategies for Corporate Growth and Shareholder Value, 2nd ed. Wiley. ISBN: 978-0-470-77314-7

Piercy, N. (2008) Market-led Strategic Change: Transforming the Process of Going to Market, Elsevier/Butterworth-Heinemann. ISBN-10: 9781856175043 ISBN-13: 978-1856175043

Pickton, D., and Broderick., A. (2004) Integrated Marketing Communications. 2nd ed. FT Prentice Hall/Pearson Education. ISBN-10: 0273676458 ISBN-13: 978-0273676454

Rust, R. T., Lemon, K. N. and Narayandas, D. (2004) Customer Equity Management.(with software) Prentice Hall. ISBN-10: 0131535609 ISBN-13: 978-0131535602
OR
Rust, R. T., Lemon, K. N. and Narayandas, D. (2004) Customer Equity Management. (illustrated edition) Prentice Hall. ISBN-10: 0131419293 ISBN-13: 978-0131419292

Zeithaml, V. A., Bitner, M. J. and Gremler, D.D. (2008) Services Marketing, 5th ed. McGraw-Hill Education. ISBN: 978007263931
OR
Wilson, A. Zeithaml, V. Bitner,M.J. Gremler, D. Zeithaml, V. A., Bitner, M. J. and Gremler, D.D. (2008) Services Marketing: Integrating Customer Focus across the Firm, 1st European ed. McGraw-Hill Education. ISBN: 9780077107956

NB: The versions of the books listed are accurate at time of writing. All queries relating to recommended textbooks should be addressed to either myself, Geoff Parkes or John Rudd.

Useful Journals:

European Journal of Marketing
Harvard Business Review
Industrial Marketing Management
International Journal of Research in Marketing
Journal of Business Research
Journal of Consumer Research
Journal of Marketing
Journal of Marketing Management

Journal of Marketing Research
Journal of Strategic Marketing

Useful Magazines:

The Marketer ("Marketing Business" prior to March 2004) – official publication of the Chartered Institute of Marketing (CIM)
Campaign
Marketing Week
Financial Times
The Economist

Aston Marketing Group Research Contributions:

In addition, Aston-led research such as the "Marketing in the 21st century" project is discussed. This research involves Aston Business School faculty and collaborators from over 15 countries and ongoing studies on "Market-led innovation" and "International product management strategies", are discussed during the course. Published work, including key texts and journal articles, are included as essential and further, recommended readings.