

1. Title of the module

Strategic Marketing

2. School or partner institution which will be responsible for management of the module

Pearson College London

3. The level of the module (e.g. Level 4, Level 5, Level 6 or Level 7)

Level 5

4. The number of credits and the ECTS value which the module represents

15 credits (7.5 ECTS)

5. Which term(s) the module is to be taught in (or other teaching pattern)

This module can be run in any term: Autumn, Spring, or Summer

6. Prerequisite and co-requisite modules

None

7. The programmes of study to which the module contributes

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|--|---------------|
| ● BA (Hons) Business Management | - core module |
| ● BA (Hons) Business Management with Entrepreneurship | - core module |
| ● BA (Hons) Business Management with Finance | - core module |
| ● BA (Hons) Business Management with Global Industries | - core module |
| ● BA (Hons) Business Management with Law | - core module |
| ● BA (Hons) Business Management with Marketing | - core module |
| ● BA (Hons) Applied Business Management | - core module |

8. The intended subject specific learning outcomes

On successfully completing the module students will be able to:

- 8.1 Demonstrate a systematic understanding of how marketing functions deliver competitive advantage to efficient, effective and ethical organisations.
- 8.2 Explain and evaluate the relationship between market orientation and the practical process and skills involved in analysing the external environment.
- 8.3 Evaluate, and apply a range of marketing analysis tools and techniques used to structure, categorise and analyse an organisation's internal and external environment in order to generate marketing intelligence.
- 8.4 Evaluate the implications and prioritise the importance of external and internal intelligence.

- 8.5 Devise a range of justifiable objectives which reflect the external and internal contexts of an organisation.
- 8.6 Explain, apply and evaluate a range of theories which assist marketers in developing a range of strategic options to achieve a competitive advantage.
- 8.7 Recommend and justify tactical and strategic decisions based on market intelligence and the internal dynamics of a given organisation.
- 8.8 Identify an organisation's information needs, scope of research projects and resource capability to underpin the development of a business case to support marketing projects.
- 8.9 Devise appropriate control mechanisms in order to monitor and measure the progress of the implementation of a marketing strategy.

9. The intended generic learning outcomes.

On successfully completing the module students will be able to:

- 9.1 Communicate information in a professional manner.
- 9.2 Use a range of established techniques to critically analyse information, and propose solutions to problems.

10. A synopsis of the curriculum

Module Aims

This module provides a comprehensive evaluative insight into the marketing planning process. Here candidates will be expected to primarily research, analyse and in turn devise a marketing plan for a live partnering organisation or case study simulation. The unit will develop candidates' ability to evaluate the various concepts, theories and frameworks seen throughout marketing in order to avoid restricting strategic thinking.

Overview of syllabus

Major components of the syllabus will include:

- Competitive advantage, sustainable or not
- Market orientation
- Customer orientation
- Competitor orientation
- Long term profit focus and responsible marketing
- Stages on the marketing planning process (e.g. SOSTAC, analysis, planning, implementation control)
- Market analysis skills or judgement, interpretation, research, synthesis, generalisation, shared understanding, concluding
- Macro environment: Political, Economic, Social, Technological, legal, ecological, ethical
- Micro environment: markets, customer/consumers, competitors, industry structure and dynamics, innovation auditing
- Outline insightful conclusions through application of external auditing tools and techniques
- Reactive vs. proactive
- Blue ocean vs. red ocean strategic thinking

- Risks associated with interpretation and judgement
- Neglect for the role played by resources in strategic decision marketing
- Problems with marketing planning
- Resource based view to achieving a competitive advantage, sustainable for not
- Core competences
- Complementary capabilities
- Capabilities based view
- VIRN criteria
- Categories of resources
- Dynamic capabilities
- Culture, leadership and management styles
- Innovation auditing
- Core rigidities
- Sticky resources
- Dynamic environments
- Risks of Innovation
- Prioritise and justify key issues
- Evaluate impact of analysis findings
- SWOT analysis
- Mission statements
- Corporate objectives
- Marketing objectives
- SMART objectives
- Ansoff's Growth Matrix
- Porter's Generic Strategies
- Faulkner and Bowman's (1992) Extended Generic Strategy Matrix
- Aaker's (1995) Strategic Options in Difficult Market Conditions
- Targeting options
- Brand strategies
- Profit and sale projections
- Social and ethical implications
- Evaluation matrixes (i.e. adapted GE matrix)
- Suitability, Feasibility and Acceptability
- Cultural Fit
- Risk, Return, Stakeholder Expectations
- Strategic logic
- Pricing plans
- Promotional plans
- Distribution plans
- Product plans
- Extended marketing mix
- Scheduling and prioritisation
- Burst vs. Drip implementation
- Critical Path Analysis
- Agile project management
- Action Priority Matrix
- Finance measures/control ratios
- Operational measures
- Promotional measures
- Testing
- Time intervals required on control measures

11. Reading List (Indicative list, current at time of publication. Reading lists will be published annually)

Core study text

- Hooley, G., Piercy, N. and Nicoulaud, B. (2012) "Marketing Strategy & Competitive Positioning" 5th Ed. Pearson
- Aaker, D. and McLoughlin, D. (2010) Strategic Marketing Management, European Edition, Wiley
- Cravens and Piercy (2012) Strategic Marketing' 10th ed. McGraw-Hill Higher Education
- Strategic Marketing: Creating Competitive Advantage. (2015). West, D. Oxford University Press
- Classifying Services to Gain Strategic Marketing Insights. (1983). Lovelock, C, H. Journal of Marketing
- Milichovsky, F, & Simberova, I. (2015). 'Marketing Effectiveness: Metrics for Effective Strategic Marketing', Engineering Economics, 26, 2, pp. 211-219
- Growth Hacker Marketing: A Primer on the Future of PR, Marketing and Advertising. (2014). Holiday, R. Profile Books

Module will require students to be able to access to market data sources such as Mintel and Business Source Complete and MarketLine Advantage.

12. Learning and Teaching methods

For full details please see the teaching and learning strategy in the programme specification. Students can study this module in the interactive classes model or the mentored independent model. Those on the former will typically experience one lecture and one seminar each week.

<i>Scheduled Hours:</i>	25
<i>Placement Hours:</i>	00
<i>Independent Study Hours:</i>	125
<i>Total Study Hours:</i>	150

13. Assessment methods.

13.1 Main Assessment

The module is assessed by a coursework project consisting of 1,500 words typically involving the development of a marketing plan (70% of total grade); and 1.5 hour examination (30% of total grade) covering the whole syllabus

A pass must be achieved in the marketing plan in order to pass the module.

13.2 Reassessment

14. Map of Module Learning Outcomes (sections 8 & 9) to Learning and Teaching Methods (section 12) and methods of Assessment (section 13)

Module learning outcome		8.1	8.2	8.3	8.4	8.5	8.6	8.7	8.8	8.9	9.1	9.2
Learning/teaching method	Hours allocated											
Private Study	115	X	X	X	X	X	X	X	X	X	X	X
<i>Lectures</i>	10	X	X	X		X	X		X	X		
<i>Seminars</i>	15	X	X	X	X	X	X	X	X	X	X	X
Assessment method												
<i>Coursework assessment (1,500 words)</i>		X	X	X	X	X	X	X	X	X	X	X
<i>Written exam (1.5 hours)</i>			X	X	X	X		X	X	X	X	X

15. Pearson College London recognises and has embedded the expectations of current disability equality legislation, and supports students with a declared disability or special educational need in its teaching.

Within this module we will make reasonable adjustments wherever necessary, including additional or substitute materials, teaching modes or assessment methods for students who have declared and discussed their learning support needs. Arrangements for students with declared disabilities will be made on an individual basis, in consultation with the College's Registry which oversees disability/dyslexia student support, and specialist support will be provided where needed.

16. Campus(es) or Centre(s) where module will be delivered:

Pearson College London

17. Internationalisation

Students are encouraged to consider both internationalisation of marketing efforts and the increasingly global nature of markets throughout many elements of this module. Students will be encouraged to think about how local and international contexts and trends affect marketing efforts and outcomes (relevant to consideration of external environment LOs 8.2 - 8.5). Examples and case studies in seminars will be

taken from a variety of international contexts so students have an up-to-date understanding of marketing trends and topics around the world. Materials for lectures and those given to the students via their assigned readings will include international content so that students can consider this topic both internationally and globally.

If the module is part of a programme in a Partner College or Validated Institution, please complete sections 17 and 18. If the module is not part of a programme in a Partner College or Validated Institution these sections can be deleted.

18. Partner College/Validated Institution:

Pearson College London

19. University School responsible for the programme:

Kent Business School

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Revision record – all revisions must be recorded in the grid and full details of the change retained in the appropriate committee records.

Date approved	Major/minor revision	Start date of the delivery of revised version	Section revised	Impacts PLOs (Q6&7 cover sheet)