

European Business School London
MBA: International Business

Module Code:	MBA 409
Module Title:	Marketing in Diverse Environments
Academic Level:	M Level
Credit Value:	12
Status:	Core
Formal Student Hours:	
Contact:	36
Self-directed:	70
Pre-Requisites:	None
Co-Requisites:	None
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A. Rationale

The role of the marketing department within organisations has become increasingly important. This is due to increasing competition, technological developments, media fragmentation and proliferation, higher customer expectations, and the need both to better understand and build long-term relationships with customers in order to achieve market share, profitability and customer loyalty.

Increasing globalisation in the manufacturing sector, the growth of the service sector and soaring investment in online facilities have increased customer focus within corporations and facilitated the implementation of marketing strategies both domestically and on an international scale. Many not-for-profit organisations and other public sector bodies like the National Health Service in the UK have embraced the marketing concept. This has led to a greater concentration on the marketing function. This has also, in part, led to the growing importance of societal, or ethical marketing in the determination of corporate policy making.

Marketing as a discipline has almost become a science. Employing an increasingly popular array of models and academic frameworks, the subject has established itself within university business courses as a powerful gateway into today's competitive business environment. By its very nature, representing the interface between the organisation and the marketplace, it contains a strong practical dimension that is inseparable from the conceptual frameworks that underpin the components within it.

Students are able to relate key concepts to everyday observable phenomena such as branding and advertising. Using this everyday imagery, the tutor is able to draw the student into the deeper aspects of the subject with a view to creating in the learner a set of powerful but versatile cognitive tools for analysing markets and creating workable business solutions.

B. Aims

- To enable students to understand effective marketing practice, both at the operational and strategic levels.
- To enable students to show practical marketing skills.
- To enable students to understand the wider and future issues concerned with marketing.
- To encourage students to critically analyse and evaluate the importance and relevance of theories and frameworks for marketing operations and strategy

C. Learning Outcomes

Module Learning Outcomes (MLOs)	Programme Learning Outcomes (PLOs)
The impact of cultural, economic, environmental, ethical, legal, linguistic, socio-political and technological forces together with their effects at local, national and international levels in order to be able to develop a marketing strategy/campaign appropriate to the situational context.	A1
The development and operation of markets for resources, goods and services in meeting the expectations of customers and equivalent stakeholders. Understanding the different marketing orientations and their concepts.	A2
The development of appropriate business policies and strategies within a changing and complex global business environment to fulfil multiple stakeholder interests and needs. Specifically, students will be able to apply the elements of the marketing mix in developing a marketing strategy.	A6
Critical thinking, analysis, evaluation and synthesis. Including, identifying assumptions, evaluating statements in terms of evidence, detecting false logic or reasoning, identifying implicit values, defining terms adequately and generalising appropriately. Analytical skills - a systematic understanding of and ability to analyse complex marketing issues. This will specifically include the examination of generic marketing strategies, product strategies pricing and distribution and approaches in communicating with customers.	B1
A range of research and consultancy skills, such as evaluating methodologies and critiquing them, posing new hypotheses and working autonomously and/or in groups in the selection, design and execution of individual and/or group-based and time-constrained management research assignments. Team participation and group management skills through intensive "case method" and "real-time" marketing simulation techniques This will specifically include the consumer research process focusing on both primary and secondary research techniques.	B3
Communicate efficiently using all four language skills (reading, writing, listening and speaking) across a variety of business text-types (e.g. reports, dissertations, projects, negotiations), media (e.g. computers, PowerPoint presentations, on film) and learning situations (e.g. individual, pair- and teamwork) to engage confidently at academic and professional levels.	C3

D. Teaching/Learning Strategy

The teaching/learning strategy for this module has been designed to ensure that the programme level learning outcomes outlined above have been acquired. The Module will be conducted as a combination of lectures, seminars and case discussions.

The Module is designed to be a learning experience. Participants will be given the opportunity to bring in their previous experience and to further practise and develop both theoretical and practical skills. In order to benefit fully from the Module, students are expected to participate actively in class – especially in regard to preparing, presenting and discussing the case studies.

Students are expected to review leading business publications such as the *Financial Times*, *Business Week* and *the Economist* for current, application-oriented treatments of strategy topics. In addition, academic and marketing journals such as the *The Marketer*, *Marketing Weekly*, *Campaign* and *the International Journal of Advertising* should also be read to keep up-to-date with recent developments in this area.

Lectures: with guest lectures by practitioners and academics.

Seminars: Apply the information/convert to knowledge; develop/practice skills in operational marketing concepts; strategic marketing analysis; planning and decision; implementation strategy and control.

E. Assessment Methods

1. Individual Assignment 25%

Rationale for Assessment:

This part of the coursework will develop and assess each student individually with regard to his or her research and analytical skills pertaining to the international marketing environment. Students will also be expected to show clear evidence of being able to critically evaluate models of analysis at this level.

Programme Learning Outcomes assessed: A1, A2, B1, C3

Due Date: Friday, 3rd November, week 7

2. Group Assignment 25%

Rationale for Assessment:

This part of the coursework will develop and assess students' analytical, creative presentation, team participation, group management and research skills. The student will be required to clearly demonstrate a scholarly awareness of business strategy.

Programme Learning Outcomes assessed: A6, B3, C3

Due Date: Friday, 8th December, week 12

3. Final Examination 50%

Rationale for Assessment:

The final component of the assessment system will involve a time-constrained, pre-read case study task (with unseen questions) to be taken in the exam period at the end

of the semester. The case study will have an international aspect that will focus the students on cross-cultural issues.

Programme Learning Outcomes assessed: A1, A6, B1, C3

F. Indicative Content

- Introduction to marketing definitions and orientations, including the fundamentals of ethical (or societal) marketing, organisation for marketing; the marketing mix; objectives for marketing
- Strategic and marketing analysis applied to both national and international markets; SWOT, PEST, competitive forces analysis, competitor analysis, customer analysis
- Customer behaviour, market segmentation, targeting and positioning.
- Market research plans and the consumer research process; primary vs. secondary research, research instruments. Research instruments will include quantitative approaches such as questionnaires and attitude scales and qualitative approaches such as depth interviews and focus groups. Sampling plans both probability and non-probability will be examined.
- Generic marketing strategies: portfolio analysis BCG, market leaders, challengers, followers and nichers.
- Product and new product strategies, PLC, product versus services
- Pricing strategies: approaches to price setting, pricing methods, the behaviour of costs over time.
- Distribution strategies, channel management, inventory management logistics
- Promotional strategies above-the-line communication
- Promotional strategies below-the-line communication
- International marketing strategies
- Marketing control and MKIS including social responsibility reporting and ethical marketing concepts.

G. Reading

Core Text

Kotler, Armstrong, Saunders & Wong (2005), *Principles of Marketing, Fourth European Edition*, Harlow, Pearson Education Limited

Other Essential Reading

Wilson & Gilligan (2003), *Strategic Marketing Planning*, Oxford, Butterworth – Heinemann

Recommended Reading

Hollensen, S. (2004) *Global Marketing Third Edition*, Hemel Hempstead: Prentice Hall

Brassington, F. Pettitt, S. (2003) *Principles of Marketing Third edition*, Hemel Hempstead: Prentice Hall

Keegan, W.J. (2002) *Global Marketing Management Seventh Edition*, New Jersey, Simon and Schuster
Solomon, M., Bamossy, G. and Askegaard, S. (2004) *Consumer Behaviour: A European Perspective*, (2nd edn) Prentice Hall

Journals

International Journal of Research in Marketing
Journal of Consumer Behaviour

Useful Websites

www.marketing.haynet.com
www.mad.co.uk
www.mintel.co.uk (available via Regent's College library site)
www.keynote.com
www.ft.com
www.economist.com
www.zenithmedia.com

Weekly themes/topics

Week beginning Monday 18th September

Week 1: **Introduction to the Module. The Definition and Scope of Marketing.**

Learning outcomes (after this week you should be)

- familiar with the course content and assessment activities
- organised into learning teams.
- able to define marketing and outline its scope
- able to discuss the various marketing orientations and the development of marketing as a business philosophy
- able to comment on the debate surrounding marketing ethics and social responsibility
- elaborate on meant by the SOSTAC model
- able to apply the marketing mix to product or service offerings

Kotler et al. Ch. 1,2&5

Week beginning Monday 25th September

Week 2: **Situation analysis. Understanding the National and International Marketing Environment.**

Learning outcomes (after this week you should be able to):

- apply the PEST analysis model and evaluate the uses and problems associated with PEST analysis
- apply the Porter's five forces industry analysis model and evaluate the uses and problems associated with Porter's five forces analysis
- apply the SWOT analysis model and evaluate the uses and problems associated with SWOT analysis

- apply the competitor analysis model and evaluate the uses and problems associated with competitor analysis
- apply the customer analysis model and evaluate the uses and problems associated with customer analysis

Kotler et al. Ch. 3&12

Week beginning Monday 2nd October

Week 3: Consumer Behaviour and Market Segmentation.

Learning outcomes (after this week you should be able to):

- create and apply a standard model of consumer decision making
- explain the difference between the end-user customer and the organisational customer and how the two differ in their responses to buying situations
- explain, apply and evaluate the principles and methods of targeting and positioning
- evaluate the bases for market segmentation
- discuss the criteria for effective segmentation
- explain and apply segmentation implementation strategies

Kotler et al. Ch. 7, 8&10

Week beginning Monday 9th October

Week 4: Market research plans and the Consumer Research Process.

Learning outcomes (after this week you should be able to):

- outline and critically evaluate the different consumer research paradigms
- understand and undertake an effective consumer research process
- apply and evaluate primary and secondary research instruments
- explain, apply and evaluate the use of quantitative research methods such as questionnaires and attitude scales
- explain, apply and evaluate the use of qualitative research such as depth interviews and focus groups
- explain, apply and evaluate probability and non-probability sampling plans

Kotler et al. Ch. 9

Week beginning Monday 16th October

Week 5: Product strategies

Learning outcomes (after this week you should be able to):

- explain and apply the total product concept
- discuss the main characteristics of products and services
- understand and apply the principles of product line and product mix.
- discuss the benefits of branding and theories relating to brand strategy
- understand, apply and evaluate Porter's generic strategies
- understand, apply and evaluate the BCG matrix
- explain and evaluate the new product development process

- understand, apply and evaluate the product life-cycle model

Kotler et al. Ch. 13, 14 &15

Week beginning Monday 23rd October

Week 6: **Pricing**

Learning outcomes (after this week you should be able to):

- analyse the elements involved in considering price
- identify approaches to price setting
- evaluate the importance new-product pricing strategies
- understand and evaluate the importance of price adjustment and price changing

Kotler et al. Ch. 16

Week beginning Monday 30th October

Week 7: **Distribution Strategies**

Learning outcomes (after this week you should be able to):

- understand and explain the importance of marketing channels
- explain and analyse channel behaviour and organisation
- analyse and evaluate channel design decisions
- analyse, evaluate and apply channel management decisions

Kotler et al. Ch. 20

Week beginning Monday 6th November

Week 8: **Integrated Marketing Communication Strategies, Advertising and Sales Promotion**

Learning outcomes (after this week you should be able to):

- understand the need for integrated marketing communications
- explain how effective communication strategies are developed and communication budgets developed
- explain and analyse important advertising decisions such as objective and budget setting
- understand and evaluate the problems facing marketers when making international advertising decisions
- explain, evaluate and apply the methods of sales promotion

Kotler et al. Ch. 17&18

Week beginning Monday 13th November

Week 9: Personal Selling and Direct Marketing

Learning outcomes (after this week you should be able to):

- explain the nature and role of the sales force
- explain, evaluate and apply methods of sales force management including objective setting, recruitment, supervision and control
- recognise and discuss the benefits and growth of direct marketing
- identify, evaluate and apply the various forms of direct marketing such as tele-marketing, direct-mail, direct-response television marketing and catalogue marketing.

Kotler et al. Ch. 19

Week beginning Monday 20th November

Week 10: Marketing Control, Marketing Information Systems.

Learning outcomes (after this week you should be able to):

- understand, evaluate and apply the principles and methods of control
- organise and develop an effective marketing information system

Kotler et al. Ch. 9&2

Week beginning Monday 27th November

Week 11: International Marketing Strategies

Learning outcomes (after this week you should be able to):

- recognise and discuss the problems in entering international markets
- critically evaluate and apply international market entry strategies
- evaluate the benefits of different forms of international marketing organisational structure
- outline and apply the marketing mix elements to international marketing decisions.

Kotler et al. Ch. 6

Week beginning Monday 4th December

Week 12: Review of Course and Final Presentations